

## DNSSAB BOARD MEETING POST-MEETING AGENDA

Date: **Wednesday, September 24, 2025, 1:30 p.m.**  
Location: **DNSSAB Boardroom**  
**200 McIntyre Street East, North Bay, ON, P1B 8V6**

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Pages

**1. Call to Order**

**Recommended Motion:**

THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the DNSSAB Board Meeting of **September 24, 2025**, at **2:00 PM**.

**1.1 Declaration of Conflict of Interest**

**2. Opening Remarks by the Chair**

**3. Approval of Agenda**

**Recommended Motion:**

THAT the DNSSAB Board accept the Agenda for the **September 24, 2025**, Board meeting.

**4. Approval of Minutes**

4

**Recommended Motion:**

THAT the DNSSAB Board adopt the minutes of the **June 25, 2025**, proceedings of the Community Services Committee meeting and the DNSSAB Board meeting.

**5. Delegations**

There are no Delegations for the September 24, 2025, DNSSAB Board meeting.

**6. CAO Verbal Update**

**Recommended Motion:**

THAT the DNSSAB Board receive the CAO's Verbal Update as presented to the Board on **September 24, 2025**.

**7. Consent Agenda**

*All items in the consent agenda are voted on collectively. The Chair will call out each item for consideration of discussion. Any item can be singled out for separate vote; then, only the remaining items will be voted on collectively.*

**Recommended Motion:**

THAT the Board receives for information and approval, Consent Agenda items 7.1 through 7.5.

7.1	2026 Response Time Standards Plan, PS-2025-008	12
7.2	Association of Municipalities Ontario (AMO) Delegations Follow Up, CORP-2025-020	16
7.3	2024 Annual Housing and Homelessness Update, HS-2025-030	22
7.4	Revisions to Purchasing Policy, CORP-2025-019	35
7.5	Travel, Meal and Hospitality Policy Update, CORP-2025-016	47

**8. Managers' Reports**

8.1	Healthy Communities Fund Review, CORP-2025-022	
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**Recommended Motion:**

THAT motion DNSSAB-2025-63 be deferred to a future meeting, as further consideration may be required to allow all Board members the opportunity to participate in the decision.

8.2	Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) – 2025-26 Investment Plan, HS-2025-029	56
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**Recommended Motion:**

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) – 2025-26 Investment Plan, for the District of Nipissing as set out in report #HS-2025-029; and,

THAT the District of Nipissing Social Services Administration Board authorizes staff to reallocate funds throughout the 2025-26 fiscal year to qualifying projects on emerging priorities within the District.

8.3	Urgent Priority Status Policy Update, HS-2025-032	61
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**Recommended Motion:**

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the update to the Urgent Priority Status Policy as per report #HS-2025-032.

**9. Move In-Camera**

**Recommended Motion:**

THAT the DNSSAB Board move in-camera on **September 24, 2025, at 2:40 PM** to discuss a property matter, personal matters about an identifiable individual, negotiations, and advice subject to solicitor- client privilege.

9.1	Item #1	
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- 9.2 Item #2
- 9.3 Item #3
- 9.4 Item #4
- 9.5 Item #5
- 9.6 Item #6
- 9.7 Back to Open Session

**10. Adjourn In Camera**

**Recommended Motion:**

THAT the DNSSAB Board approve the actions and directions discussed at the **September 24, 2025**, in-camera session.

**11. Other / New Business**

**12. Next Meeting Date**

The next DNSSAB Board meeting will be held on **October 22, 2025**.

**13. Adjournment**

**Recommended Motion:**

THAT the DNSSAB Board meeting of **September 24, 2025**, be adjourned at **3:32 PM**.



**COMMUNITY SERVICES COMMITTEE MEETING**  
**MINUTES OF PROCEEDINGS**

**Date:** June 25, 2025, 12:30 p.m.  
**Location:** DNSSAB Boardroom  
200 McIntyre Street East, North Bay, ON, P1B 8V6

**Members Present:** Vice Chair Mélanie Chenier  
Chris Mayne  
Dan O'Mara  
Jamie Restoule  
Justine Mallah  
Lana Mitchell  
Maggie Horsfield  
Mark King  
Terry Kelly

**Members Absent:** Chair Ethel LaValley

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**1. Call to Order**

The Chair called the meeting to order at 1:16 PM.

**Resolution #: CSC 2025-13**

Moved by: Mark King

Seconded by: Chris Mayne

THAT the Committee accepts the Roll Call as read by the Recording Secretary for the Community Services Committee meeting of **June 25, 2025, at 1:16 PM.**

**CARRIED**

**1.1 Declaration of Conflict of Interest**

No conflicts were declared.



**2. Opening remarks by the Chair**

**3. Approval of Agenda**

**Resolution #: CSC 2025-14**

Moved by: Justine Mallah

Seconded by: Maggie Horsfield

THAT the Committee accept the Agenda for the **June 25, 2025**, Community Services Committee meeting.

**CARRIED**

**4. Delegations**

There were no Delegations for the June 25, 2025, Community Services Committee meeting.

**5. Consent Agenda**

**Resolution #: CSC 2025-15**

Moved by: Maggie Horsfield

Seconded by: Justine Mallah

THAT the Committee receives for approval and information, Consent Agenda items **5.1** through **5.4**.

**CARRIED**

**5.1 Average Market Rents, HS-2025-025**

**5.2 Housing Development Update - Municipal Partnerships, HS-2025-023**

**5.3 Directed Growth Plan (2022-2026) - Update, CS-2025-002**

**5.4 Strategies to Overcome Long-Term Social Assistance Dependency, OW-2025-007**

**6. Managers' Reports**

There were no Managers' Reports for the June 25, 2025, Community Services Committee meeting.



**7. Move In Camera**

An in-camera session was not required for the June 25, 2025, Community Services Committee meeting.

**8. Adjourn In Camera**

**9. Other / New Business**

No new business was brought before the Committee.

**10. Next Meeting Date**

The next Community Services Committee meeting will be held on October 22, 2025.

**11. Adjournment**

**Resolution #: CSC 2025-16**

Moved by: Justine Mallah

Seconded by: Mark King

THAT the Community Services Committee meeting of **June 25, 2025**, be adjourned at **1:39 PM**.

**CARRIED**



**DNSSAB BOARD MEETING  
MINUTES OF PROCEEDINGS**

**Date:** June 25, 2025, 1:30 p.m.  
**Location:** DNSSAB Boardroom  
200 McIntyre Street East, North Bay, ON, P1B 8V6

Members Present: Chair Mark King  
Vice Chair Lana Mitchell  
Amanda Smith  
Chris Mayne  
Dan O'Mara  
Ethel LaValley  
Jamie Restoule  
Justine Mallah  
Maggie Horsfield  
Mélanie Chenier  
Peter Chirico  
Terry Kelly

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**1. Call to Order**

The Chair called the meeting to order at 1:53 PM.

**Resolution #: DNSSAB 2025-48**

Moved by: Jamie Restoule

Seconded by: Justine Mallah

THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the DNSSAB Board Meeting of **June 25, 2025, at 1:53 PM.**

**CARRIED**

**1.1 Declaration of Conflict of Interest**



No conflicts were declared.

**2. Opening Remarks by the Chair**

**3. Approval of Agenda**

**Resolution #: DNSSAB 2025-49**

Moved by: Dan O'Mara

Seconded by: Maggie Horsfield

THAT the DNSSAB Board accept the Agenda for the **June 25, 2025**, Board meeting, as amended.

**CARRIED**

**4. Approval of Minutes**

**Resolution #: DNSSAB 2025-50**

Moved by: Ethel LaValley

Seconded by: Terry Kelly

THAT the DNSSAB Board adopt the minutes of the **May 28, 2025**, proceedings of the Finance and Administration Committee Meeting and the DNSSAB Board Meeting.

**CARRIED**

**5. Delegations**

**5.1 KPMG Organizational Review, CORP-2025-015**

**Resolution #: DNSSAB 2025-51**

Moved by: Terry Kelly

Seconded by: Jamie Restoule

THAT the Board accept the organizational review final report and results as presented by the review consultants, KPMG.

**CARRIED**





## 6. CAO Verbal Update

**Resolution #: DNSSAB 2025-52**

Moved by: Chris Mayne

Seconded by: Terry Kelly

THAT the DNSSAB Board receive the CAO's Verbal Update as presented to the Board on **June 25, 2025**.

**CARRIED**

## 7. Consent Agenda

**Resolution #: DNSSAB 2025-53**

Moved by: Justine Mallah

Seconded by: Amanda Smith

THAT the Board receives for information, Consent Agenda items **7.1** and **7.2**.

**CARRIED**

**7.1 Association of Municipalities Ontario (AMO) Conference 2025, CORP-2025-014**

**7.2 Third-Party Payroll Provider, HR-2025-001**

## 8. Managers' Reports

**8.1 Youth Graduating From Care – Rent Subsidy, HS-2025-024**

**Resolution #: DNSSAB 2025-54**

Moved by: Peter Chirico

Seconded by: Chris Mayne

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves a Youth Rent Supplement to support youth graduating from the care of the child welfare system to secure stable, affordable housing within the District of Nipissing.

**CARRIED**

## **8.2 Paramedic Services State of Emergency Response Update**

### **9. Move In Camera**

**Resolution #: DNSSAB 2025-55**

Moved by: Chris Mayne

Seconded by: Maggie Horsfield

THAT the DNSSAB Board move in-camera on **June 25, 2025**, at **3:30 PM** to discuss legal and negotiation matters.

**CARRIED**

**9.1 Item #1**

**9.2 Item #2**

**9.3 Item #3**

**9.4 Item #4**

**9.5 Back to Open Session**

### **10. Adjourn In Camera**

**Resolution #: DNSSAB 2025-56**

Moved by: Terry Kelly

Seconded by: Maggie Horsfield

THAT the DNSSAB Board approve the actions and directions discussed within the **June 25, 2025**, in-camera session.

**CARRIED**

### **11. Other / New Business**

#### **11.1 South Algonquin Office Closure**

Mayor Ethel LaValley brought forward the topic of the South Algonquin office closure. She thanked DNSSAB for renting space from the Township



and acknowledged the services that had been provided through the office. A special thank you was extended to the DNSSAB staff and the long-serving employee at that location. While expressing sadness over the closure, Mayor LaValley recognized DNSSAB's efforts in working with the new service provider, who now has two staff (one in Whitney and one in Barry's Bay) and noted that services are in good hands moving forward.

**12. Next Meeting Date**

The next DNSSAB Board meeting will be held on **September 24, 2025**.

**13. Adjournment**

**Resolution #: DNSSAB 2025-57**

Moved by: Dan O'Mara

Seconded by: Peter Chirico

THAT the DNSSAB Board Meeting of **June 25, 2025**, be adjourned at **3:55 PM**.

**CARRIED**

## BOARD REPORT #PS-2025-008

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 24, 2025

**Purpose:** 2026 Response Time Standards Plan

**Department Head:** Stephen Kirk, Chief of Paramedic Services

**Approver:** Melanie Shaye, Chief Administrative Officer

### RECOMMENDATION

THAT the Board approves the Response Time Standards Plan for 2026 as proposed.

### RELATIONSHIP TO STRATEGIC PLAN

**Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities**

<input checked="" type="checkbox"/> <b>Maximize Impact</b>	<input type="checkbox"/> <b>Remove Barriers</b>	<input checked="" type="checkbox"/> <b>Seamless Access</b>	<input type="checkbox"/> <b>Learn &amp; Grow</b>
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Through continued analysis and auditing of response time standard compliance, the service will evaluate service delivery options to ensure maximized impact and to enhance access to patient care.

### BACKGROUND

Under Regulation, each Direct Delivery Agent (DDA) responsible for the provision of land ambulance services is responsible to submit to the Emergency Health Regulatory and Accountability Branch (EHRAB) Response Time Performance Plan no later than October 31 of each year. This plan shall detail expected compliance with response targets for the following calendar year. The report shall break out target compliance based upon patient acuity as set out in the Canadian Triage and Acuity Scale (CTAS). The CTAS scale ranks patient acuity from CTAS 1 (the most severe) to CTAS 5 (the least severe). A breakout of the acuity scale is detailed within this document.

By March 31 of each year, the DDA must submit a compliance report to the EHRAB Director that captures response time efficacy/compliance for the previous calendar year. DNSSAB reports response time metrics based upon District-wide performance.

In 2022 the DNSSAB – Paramedic Services reported a change in the response time standards for the 2023 reporting term, from the previous Ministry of Health (MOH) recommendations that were established in 1996.

## FINANCIAL AND RISK CONSIDERATIONS

N/A

## OPTIONS AND/OR RECOMMENDATIONS

To understand the Response Time Standard metrics, it is essential that readers have a basic understanding of the Canadian Triage and Acuity Scale (CTAS). CTAS is a method for grouping patients according to the severity of their condition and is inclusive only of patients managed through the 9-1-1 emergency system. The CTAS scale is a medically validated scale used by hospital emergency departments across the Province. The CTAS scores are defined as follows:

### **CTAS 1: Severely ill, requires resuscitation**

Requires resuscitation and includes conditions that are threats to life or imminent risk of deterioration, requiring immediate aggressive interventions (for example, cardiac arrest, major trauma, or shock states).

### **CTAS 2: Requires emergent care and rapid medical intervention**

Requires emergent care and includes conditions that are a potential threat to life or limb function, requiring rapid medical intervention or delegated acts (for example, head injury, chest pain, or internal bleeding).

### **CTAS 3: Requires urgent care**

Requires urgent care and includes conditions that could potentially progress to a serious problem requiring emergency intervention, such as mild to moderate asthma, moderate trauma or vomiting and diarrhea in patients younger than 2 years.

### **CTAS 4: Requires less-urgent care**

Requires less-urgent care and includes conditions related to patient age, distress or potential for deterioration or complications that would benefit from intervention, such as urinary symptoms, mild abdominal pain, or earache.

### **CTAS 5: Requires non-urgent care**

Requires non-urgent care and includes conditions in which investigations or interventions could be delayed or referred to other areas of the hospital or health care system, such as sore throat, menses, conditions related to chronic problems or psychiatric complaints with no suicidal ideation or attempts.

Patient acuity of inter-facility activity is not considered in the CTAS system of scoring, while such workload negatively influences emergency resource response capacity.

Changes to the Response Time Standard plan for 2026 is based on comparator services and trending data. Response time will be altered in 2026 as a result of the Ministry of Health's planned implementation of the Medical Priority Dispatch System (MPDS), which is expected to make resources more readily available for higher acuity calls.

DNSSAB staff will, following Board approval, submit the final version of the 2026 Response Time Standard Plan to the Ministry of Health as referenced below. The plan has been established

based upon data available to date and represents overall achievable goals. Staff believe the goals noted below are attainable.

**District of Nipissing Social Services Administration Board, Paramedic Services - Response Time Standard Performance Plan 2026**

This performance plan sets out response time targets for the calendar year of 2026.

<b>Service Number</b>	772	<b>Service Name</b>	District of Nipissing Social Services Administration Board Paramedic Services
<b>Community Name</b>	District of Nipissing Social Services Administration Board		
<b>Mailing Address</b>	200 McIntyre Street East, North Bay, Ontario P1B 8V6		
<b>Telephone</b>	705-474-2151	<b>Facsimile</b>	705-474-7155
<b>Chief Administrative Officer/ Band Chief/ Manager</b>	Melanie Shaye CAO	<b>Email</b>	Melanie.Shaye@dnssab.ca
		<b>Telephone</b>	705-474-2151 ext. 63188
<b>Name &amp; Title of Party Responsible for Completing Submission</b>	Stephen Kirk; Chief of Paramedic Services	<b>Email</b>	Stephen.Kirk@dnssab-ps.ca
		<b>Telephone</b>	705-474-2151 ext. 53019

**i. Sudden Cardiac Arrest (SCA)**

The service will endeavour to have a responder equipped and ready to use an AED at the location of a patient determined to be in SCA within 6 minutes from the time ambulance dispatch conveys the call information to the paramedic, 30% of the time.

**ii. CTAS 1**

The service will endeavour to have a paramedic, as defined by the Ambulance Act, and duly equipped, at the location of a patient determined to be CTAS 1 within 8 minutes from the time ambulance dispatch conveys the call information to the paramedic, 60% of the time.

**iii. CTAS 2, 3, 4, 5**

The service will endeavour to have a paramedic, as defined by the Ambulance Act, and duly equipped, at the location of a patient determined to be CTAS 2, 3, 4, or 5 within the time specified in the table below. The percentage of time the target time will be achieved is also specified in the table below.

CTAS	Target time	% of target
2	11.00	72
3	12.00	72
4	20.00	90
5	25.00	90

**NEXT STEPS**

Filing of report of Response Time Standards to the MOH prior to October 31, 2025.

**RESOURCES CITED**

N/A

**AUTHOR:**

Stephen Kirk, Chief of Paramedic Services

## BOARD REPORT #CORP-2025-020

**FOR INFORMATION**                      *or*                       **FOR APPROVAL**

**Date:** September 24, 2025

**Purpose:** Association of Municipalities Ontario (AMO) Delegations Follow Up

**Department Head:** David Plumstead, Manager of Planning, Outcomes and Analytics

**Approver:** Melanie Shaye, Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

**Maximize Impact**                     
  **Remove Barriers**                     
  **Seamless Access**                     
  **Learn & Grow**

The AMO delegations provide an opportunity for the Board to advocate on behalf of the District’s residents to meet their needs and expectations. Through advocacy and increasing the awareness of local issues and needs, the Board can influence provincial policy and programming to improve client outcomes.

### BACKGROUND

Following up on the June [Board Report #CORP-2025-014](#) on the 2025 AMO delegations, the annual AMO Conference was held August 17-20 and was attended by the DNSSAB CAO, Board Chair, and other Board members.

Going into the conference the DNSSAB had confirmed six delegations with various provincial ministers, parliamentary assistants, and senior government staff. The delegations and results are summarized in the following section.

### AMO DELEGATIONS

Six delegations were presented at the AMO conference, by the DNSSAB CAO, Board Chair and some Board members. Other various Board members attending the conference were also present at some of the delegations. The delegation issues concern the shortage of Early Childhood Educators; the need for OPHI and capital funding to increase the local affordable housing supply; increased security, and crime prevention in community housing; connecting



OW clients to primary care; and specialized mental health and addiction training for paramedics.


The following tables summarize the AMO delegations in terms of the delegation 'ask' and the results of the delegation meetings:

## CHILDREN'S SERVICES

**Delegations: Hon. Paul Calandra, Minister of Education**  
**Hon. Nolan Quinn, Minister of Colleges, Universities, Research Excellence and Security**

**Investments in Child Care =  
Northern Ontario Parents at Work**

**Taking what works in health care into child care**



District of Nipissing  
Social Services  
Administration Board

Conseil d'administration  
des services sociaux  
du district de Nipissing

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**ASK: Expand what works in health care to increase capacity in child care.**

The Province has made significant investments to fill health human resources gaps, and they are working. Ontario's Learn and Stay grants for health care jobs are making a difference. In Nipissing alone, **20 paramedics have graduated from the program and have stable employment here at home.** We need the same for child care.

We ask that the Province pilot the Learn and Stay Program for Early Childhood Educators to foster local talent, increase job opportunities close to home, and support community needs in the North. **This pilot would include a partnership with Canadore College.**

Note: While meeting with Parliamentary Assistant Darouze (MCCSS) and Associate Minister Williams (Women's Social and Economic Opportunity) DNSSAB was also able to discuss extending the Provincial Learn and Stay program to Early Childhood Educators.

### Results

- Highlighted the partnership with Canadore and the fact that Paramedic Services has seen 20 graduates come out of the Learn and Stay for Paramedics.
- Emphasized the importance of making child care available.
- Stated that Nipissing would be a great location for a pilot of this program.
- Received good feedback from all Ministers. Minister Williams said this was a high priority for her and had a lot of thoughtful questions

## Follow-up

Letters were sent to the above Ministers (with a cc to the ADM of the Office of Women's Social and Economic Opportunity), re-stating the importance of Learn and Stay.

## HOUSING SERVICES

### Delegation: Hon. Graydon Smith, Associate Minister (MMAH)

#### Additional Dwelling Units Make a Difference

Creating more options for affordable living in less time



**ASK: Build on successful approaches that increase affordable housing and empower communities.**

\$1.5 million in annualized OPHI funding over the next three years to help create 30 new affordable additional dwelling units across Nipissing.

#### Up to 171 Shovel-Ready Units

Seeking capital funding to build in Nipissing



**ASK: Capital funding to increase new housing development in the Nipissing District.**

## Results

- Highlighted the ADU program and shovel-ready projects. The Minister did not have any questions but stated he liked that there were a variety of projects with different focuses and sizes.
- Minister Smith stated that DNSSAB should expect a 'process for reviewing service managers' that he expects to have completed by spring 2026.
- The Minister also indicated that he wants a better idea of the work being done and best practices (this is similar messaging to what other DSSAB's were hearing).

## Follow-up

A follow-up letter was sent to Minister Smith with a cc to his Chief of Staff (Office of the Associate Minister).

## NDHC

### Delegation: Hon. Graham McGregor, Minister (Citizenship and Multiculturalism )

#### Security and Crime Prevention in Community Housing

#### Funding to reduce criminal activity and improve security



**ASK: Broaden grant eligibility to fund violence prevention and promote more secure environments for vulnerable individuals with complex needs.**

- 1. Grant Eligibility:** Allow NDHC and other community housing providers access to the Ontario Anti-Hate Security and Prevention Grant.
- 2. Future Grants:** Expand eligibility to high-risk community organizations in upcoming grant cycles.

## Results

- Received feedback that the Anti-Hate funding pot is small and requires data on the number of specific hate-related events that happen in housing.

## Follow-up

Check with other DSSAB's on how they are funding ongoing security costs.

## ONTARIO WORKS

**Delegation: George Darouze, Parliamentary Assistant (MCCSS) and Hon. Charmaine Williams, Associate Minister, Women's Social and Economic Opportunity (WSEO)**

### **Primary Care Builds a Way Out Breaking the cycle of long-term Ontario Works dependency in Nipissing**



**ASK: Invest in health care supports to help reduce long-term Ontario Works reliance in Nipissing.**

**\$2,750 in one-time startup funding** to run a one-year pilot program connecting long-term Ontario Works recipients without a family doctor directly with a Nurse Practitioner.

**\$215,000 in annualized funding** to keep services steady and create lasting change. Stable, ongoing funding is crucial to maintain Nurse Practitioner availability and provide consistent care.

Note: The WSEO is a reporting organization to the MCCSS.

### **Results**

- The Associate Minister stated that larger municipalities use levy dollars to fund these types of programs (it was communicated that the DNSSAB does not have levy dollars to support this initiative).

### **Follow-up**

Follow up letters were sent emphasizing the value of the Nurse Practitioner program and asking for clarification on using Discretionary Benefits to fund the program.

## PARAMEDIC SERVICES

**Delegation: Hon. Vijay Thanigasalam, Associate Minister of Mental Health and Addictions**

### Ready to Respond: Mental Health Training for Paramedics

Equipping paramedics to effectively support individuals in crisis



**ASK: Dedicated funding for ongoing, specialized mental health and substance use training to improve crisis response, patient care, and staff well-being.**

**\$100,000 in one-time funding** to train all current paramedic staff. Nipissing is prepared to pilot this training and share data with the Province on its effectiveness.

Note: The Parliamentary Assistant to the Minister of Health, John Jordan, was also in attendance.

### Results

- The topic of mental health and protecting Paramedics and better serving the community was well received.
- Associate Minister Thanigasalam stated that the Ministry is pulling together sector leads to better plan for this topic.

### Follow-up

A follow-up letter was sent to the Associate Minister and Parliamentary Assistant restating the importance of this training.

### FINANCIAL AND RISK CONSIDERATIONS

N/A

### NEXT STEPS

The report provides the Board with a summary of the AMO delegation results. Staff will follow up on these issues as noted.

### RESOURCES CITED

[Association of Municipalities Ontario \(AMO\) Conference 2025 \(June Board Report #CORP-2025-014\)](#)

**AUTHOR:** David Plumstead, Manager of Planning, Outcomes and Analytics

## BOARD REPORT #HS-2025-030

**FOR INFORMATION**
or
 **FOR APPROVAL**

**Date:** September 24, 2025

**Purpose:** 2024 Annual Housing and Homelessness Update

**Department Head:** Stacey Cyopeck, Director of Housing Services

**Approver:** Melanie Shaye, Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

<input checked="" type="checkbox"/> <b>Maximize Impact</b>	<input checked="" type="checkbox"/> <b>Remove Barriers</b>	<input checked="" type="checkbox"/> <b>Seamless Access</b>	<input type="checkbox"/> <b>Learn &amp; Grow</b>
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**Maximize Impact** – In 2024, Housing Services built on and expanded partnerships with member municipalities, service agencies, and housing providers.

**Remove Barriers** – In 2024, Housing Services was innovative in its program delivery to house more people in need and provide necessary tools for individuals to remain housed.

**Seamless Access** – In 2024, Housing Services continued to expand and enhance its Coordinated Access Nipissing system to ensure seamless access to services for those experiencing homelessness or at-risk of homelessness.

### BACKGROUND

The Nipissing District 10-Year Housing and Homelessness Plan was developed in accordance with provincial housing legislation under the *Housing Services Act, 2011*, was endorsed by eight of the District’s eleven municipalities, and approved by the Board in December 2013 (Resolution No. 2013-210). As per DNSSAB’s obligations under the *Housing Services Act*, the Board is required to report to the Ministry of Municipal Affairs and Housing and the public annually on the progress made on the Housing and Homelessness Plan. Although the 10-Year Housing and Homelessness Plan has reached the end of its lifespan, DNSSAB continues to report on the Plan’s implementation until a new 10-Year Housing and Homelessness Plan is established.

In 2024, the DNSSAB invested \$12,102,438 in the plan’s strategies to prevent homelessness, improve housing stability, increase housing affordability and options along the housing

continuum, to sustain and expand the housing portfolio as well as bring awareness, provide education, information and best practices to those involved. 2024 marks the second largest annual investment in the plan only behind 2021, which was associated with additional pandemic funding. Key funding sources in 2024 include the Homelessness Prevention Program, Reaching Home, the Canada-Ontario Community Housing Initiative, and the Ontario Priorities Housing Initiative.

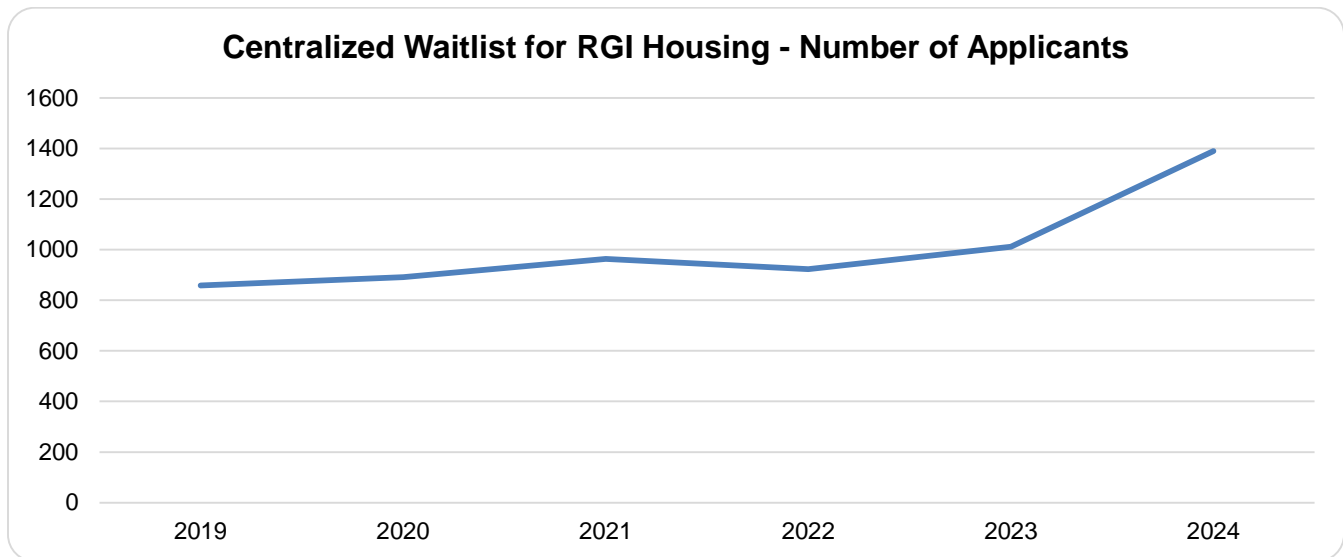
The attached 2024 Annual Report: Implementation Update illustrates the actions taken by the DNSSAB in 2024 to meet the strategic objectives of the plan. Notable actions taken in 2024 include the following:

- Funded 24/7 homelessness services and supports during the winter months (November-April) to support 34 spaces through the Crisis Centre North Bay.
- Nipissing District became a veteran homelessness reduction community with Built for Zero Canada.
- Expanded the Community Paramedicine Program to offer services at homeless shelters, street outreach, and within community housing.
- Launched and directly delivered an Additional Dwelling Unit program aimed at increasing affordable rental housing by creating a secondary suite or additional unit as permitted within the municipality.
- Launched a Transitional Housing Allowance program to help subsidize rental costs for individuals residing in transitional housing units such as Northern Pines, Suswin, and Futures.
- Released a Request for Expression of Interest for affordable housing development and worked closely with developers to move projects forward.
- Completed the construction of 24 units in Northern Pines Phase 3 in November 2024.
- Allocated approximately \$1 million for social housing repairs, supporting 10 social housing providers with critical infrastructure upgrades and repairs.
- Continued to follow the Service Levels Standards Action Plan and increased service levels by 31 units in 2024.
- Achieved a Quality By-Name List with Built for Zero Canada.
- Finalized three studies to better understand the housing and homelessness needs in the District: Housing Needs and Supply Study, Homelessness System Review and Hub Feasibility Study, and Housing Targets Study.
- Launched a data portal on the DNSSAB website with a dashboard on active homelessness which pulls from the Homeless Individuals and Families Information System and a dashboard featuring housing indicators from the 2021 Census. The data portal also features data from the previous Point-in-Time Homelessness Enumeration.

- Held a District-wide Point-in-Time Homelessness Enumeration in October 2024. The count consisted of 48 survey locations and 67 surveyors.

### Community Housing Updates

**Centralized Waitlist:** As of December 31, 2024, the total number of households on the Centralized Waitlist for subsidized housing was 1,390. This represents a 37.5% year-over-year increase compared to 2023. Over the past five years, increases have been noted every year apart from 2022. Comparing pre-pandemic levels in 2019 to current levels, the waitlist has increased 61.8%. Figure 1 illustrates the centralized waitlist levels from 2019 to 2024. The increase in the number of applicants is being observed in many Service Manger areas as noted by members of the Social Housing Co-ordinated Access Network of Ontario. The increases are linked to increased rental costs in the private market and low vacancy rates among other factors.



**Figure 1** – Number of applicants on the Centralized Waitlist for RGI Housing from 2019-2024.

The predominant population group on the centralized waitlist continues to be households without dependents, accounting for 56.6% of all applicants. This is followed by households with dependents, which comprise 22.6%, and senior households (aged 65 and over), representing 20.8% of the waitlist. The number of applicants with Special Priority Status (SPP) for Survivors of Domestic Violence and Survivors of Human Trafficking, has remained consistent over the past five years. In 2024, 18 SPP applicants were on the centralized waitlist at year-end. The average over the past 5 years is 17 SPP applicants.

**Service Levels:** The number of households receiving rent-geared-to-income (RGI) assistance increased in 2024 by 2.3% in comparison to 2023 (see table below). The increase can be primarily attributed to the increases in rental subsidies, namely rent supplements, transitional



housing allowances, and portable housing benefits. The 2024 RGI service level is the highest ever recorded by the DNSSAB since reporting on service levels began in 2004.

Regarding the number of high needs households served, a large 35.9% increase is noted in comparison to 2023. This is the second consecutive year with a noted increase in the number of high needs households served and the first year that the DNSSAB has reached and surpassed its high needs households service level. The increases in high needs households served indicate that housing providers and rent subsidies are assisting more households with very low incomes such as social assistance recipients.

	Prescribed SLS	2024 SMAIR	2023 SMAIR	Year Over Year Growth	Variance
<b>Households Receiving RGI</b>	1522	1359	1328	2.3%	-163
<b>High Needs Households</b>	807	889	654	35.9%	82

**FINANCIAL AND RISK CONSIDERATIONS**

The 10-Year Housing and Homelessness Plan was developed through community consultations, therefore, by aligning investment decisions and ensuring resources are allocated to programs and services targeted to the strategic objectives identified in the Plan, the needs of the most vulnerable residents in the District of Nipissing are effectively addressed.

Under the Housing Services Act, 2011, the DNSSAB is required to meet its prescribed Service Level Standards (SLS). Therefore, it is important to ensure that on an annual basis, the DNSSAB is incrementally increasing the number of RGI households assisted, as outlined in the approved Service Level Standards Action Plan (2022) (HS21-19), and, once SLS are met, efforts to sustain and increase the service level will be key. Furthermore, DNSSAB staff will support Housing Providers that have seen a decrease in the number of RGI households to ensure that they have a target plan to assist them in meeting their RGI targets.

**OPTIONS AND/OR RECOMMENDATIONS**

N/A

**NEXT STEPS**

1. Submit the 2024 Annual Report to the Ministry of Municipal Affairs and Housing.
2. Post the 2024 Annual Report on the DNSSAB website.

**RESOURCES CITED**

N/A

**AUTHOR:** Stacey Cyopeck, Director of Housing Services



## 1.0 Background

The Nipissing District 10-Year Housing and Homelessness Plan was developed in accordance with the provincial *Housing Services Act* (2011), which required Ontario's 47 Service Managers to develop housing and homelessness plans for their service areas. In the Nipissing District, the plan was endorsed by 8 of the 11 municipalities and was approved by the District of Nipissing Social Services Administration Board (DNSSAB) in December 2013 (Resolution No. 2013-210). To ensure plan implementation, annual progress updates are prepared as required by the Ministry of Municipal Affairs and Housing (MMAH) and approved by the DNSSAB. This is the progress update for 2022, marking the eighth year of the plan's implementation.

In 2019, the 5-Year Review of the 10-Year Housing and Homelessness Plan was prepared and approved by the Board of Directors of the DNSSAB and the Ministry of Municipal Affairs and Housing. The 5-Year Review included an updated demographic and housing needs background report and an amended list of strategic objectives based on consultation with community stakeholders and a review of current and future operations.

## 2.0 Recap: The Plan Format

The local 10-Year Housing and Homelessness Plan provides a strong framework for guiding DNSSAB's housing policy, planning and investment decisions over the duration of the 10-year term. The plan facilitates this by establishing clear objectives and a number of housing and homelessness strategies, actions and targets to consider for achieving the objectives. As a living document however, the plan is also subject to change in concert with the current operating environment, resources, housing and homelessness outcomes, and unforeseen and/or random events.

It should also be noted that the implementation of many of the strategies in the 10-Year Housing and Homelessness Plan require partnerships and the involvement of other agencies, service providers, etc. Additionally, the plan's strategies range in complexity and resource requirements, from relatively simple strategies that can be carried out in the first couple of years with few resources, to complex ones that will take much longer and require extensive resources.

As per the 10-Year Plan, the DNSSAB's housing and homelessness objectives for the next 10 years – or until otherwise changes – are to improve housing stability and prevent homelessness in the Nipissing District. Continuing to provide more affordable housing options along the housing continuum, and sustaining and expanding the current housing portfolio, are also areas of focus for the Board. Furthermore, to fulfill the plan's objectives, the Board will also need to raise awareness and public education, while taking a leadership role and working closely with community partners.

Specifically, the above can be broken down into the following six, overarching housing and homelessness strategic objectives:

### 1. Homelessness Prevention, Shelters and Diversion



Figure 1.0 – Breakdown of 10 Year Plan Actions

2. Improving Housing Stability
3. Increasing Housing Affordability and Options along the Housing Continuum
4. Sustaining and Expanding the Housing Portfolio
5. Leadership, Integration, Coordination and Advocacy
6. Awareness, Education, Information and Best Practices

### 3.0 Implementation and Progress in 2024

Although the 10-Year Housing and Homelessness Plan has reached the end of its lifespan, DNSSAB continues to report on the Plan’s implementation until a new 10-Year Housing and Homelessness Plan is established. In 2024, DNSSAB made substantial advancements toward developing the upcoming plan by allocating resources to the creation of a Housing Needs and Supply Study, Housing Targets Study, and a Homelessness System Review and Hub Feasibility Study. These studies will serve as foundational elements in shaping the strategies and actions for the next plan.

Funding sources supporting target achievement in 2024 included Reaching Home, Homelessness Prevention Program (HPP), Canada-Ontario Housing Benefit (COHB), Canada Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI), and municipal funding. In total \$12,102,438.00 was invested to support the ongoing implementation of the plan’s strategic objectives in 2024.

The following pages of the report outline the actions taken in 2024 to meet the strategic objectives of the plan.

## Strategic Objective #1: Homelessness Prevention, Shelters and Diversion

### Strategies:

- Improve the homelessness prevention and shelter diversion system that will assist citizens in finding appropriate and sustainable housing in the shortest amount of time.
- Develop a “Coordinated Access” approach to addressing homelessness in Nipissing District.
- Establish an Emergency Homelessness and Housing Response Team.
- Find a solution to meeting the chronic requirements of individuals who are homeless, in both urban and rural settings.
- Community partners and agencies advocate for those who are at-risk of becoming homeless and those who are homeless.

### Action Taken in 2024:

- Evergreen contract continued to be in place with the Crisis Centre North Bay for shelter services at the 19-bed Four Elms Shelter in North Bay.
- Funded a 12-hour overnight Low-Barrier Shelter with 21-beds in North Bay through the Crisis Centre North Bay.
- Funded 24/7 homelessness services and supports during the winter months (November-April) to support 34 individuals through the Crisis Centre North Bay.
- Funded Emergency Shelter Overflow Services through the Crisis Centre North Bay.
- Funded the provision of additional shelter bed capacity during days with extreme cold weather alerts.
- Funded Shelter Supports Rehousing through the Crisis Centre North Bay. The supports help individuals and families transition from the shelter to more permanent housing accommodations.
- Funded District-Wide Unsheltered Outreach Services through Nipissing First Nation, True Self Debwewendizwin. The services assist individuals experiencing unsheltered homelessness by providing peer support and referrals to other community agencies.
- Funded Community Emergency Response services through Low Income People Involvement of Nipissing. The services ensure that supports are available when an emergency occurs in the Nipissing District. Stabilization and rehousing supports are available.
- Continued to provide Healthy Communities Funding to community service providers, many of which provide critical services to homeless and at-risk of homeless individuals and families.
- Nipissing District became a veteran homelessness reduction community with Built for Zero Canada.

## Strategic Objective #2: Improving Housing Stability

### Strategies:

- Develop a Housing Eviction Prevention program.
- Community housing workers are available to provide advocacy and support services to tenants and/or homeowners.
- Consistent and coordinated discharge planning from hospital, detox, addiction, mental health, and youth and adult correctional facilities.
- Develop rural outreach and transportation services to support housing retention in rural communities.
- Improve senior citizen's ability to Age in Place.
- Ensure that citizens have adequate, affordable and suitable housing.

### Action Taken in 2024:

- Funded and directly delivered Long-Term Housing Rent Supplements with supports from community partners for individuals identified on the homelessness prioritization list. The program helps to subsidize rental units in the private market to increase affordability.
- Funded a Rent Bank and Resiliency Fund through Low Income People Involvement of Nipissing. The services provide financial assistance for rent and utility costs to prevent homelessness.
- Funded Housing in Trusteeship and Brief Intervention Trusteeships through Low Income People Involvement of Nipissing. Trusteeships help individuals and families to manage their finances and to ensure that money is available for rent, food, and other essential items.
- Funded and directly delivered a Direct Client Benefits program. The program provides financial support to individuals and families experiencing homelessness or at-risk of homelessness.
- Funded Homelessness Prevention Supports and Services through Low Income People Involvement of Nipissing. The service provides direct benefit support and navigation to individuals and families who are at-risk of homelessness.
- Funded a Community Mobile Housing Support Program through the Crisis Centre North Bay. The program assists individuals and households that are homeless or at-risk of homelessness to find and retain housing in the Nipissing District.
- Funded and directly delivered Rapid Re-Housing Bridging Housing Allowances. The housing allowances provide temporary rental subsidies to households as they await permanent housing benefits or other financial increases.
- Funded a Housing Support Program through the Brain Injury Association of North Bay and Area. The program supports individuals and households to secure housing, remain stably housed, and reduce barriers to service access.
- Funded a Youth Housing Support Program through the Crisis Centre North Bay. The program helps youth secure safe and appropriate long-term housing through navigational supports and life skills development.
- Continued to fund and directly deliver the Nipissing Renovates program to assist low to moderate income homeowners with funding to repair and retrofit their home.
- Expanded the Community Paramedicine Program to offer services at homeless shelters, street outreach, and within community housing.

## Strategic Objective #3: Increasing Housing Affordability and Options Along the Housing Continuum

### Strategies:

- Assist qualified homeowners to create secondary suites in their homes as a means of increasing the supply of affordable rental housing, where permitted through official plans.
- Explore opportunities to expand rental subsidy programs.
- Aligning various funding sources with the Strategic Objectives of the 10-Year Housing and Homelessness Plan.
- Leverage resources in order to maximize affordable housing options along the continuum.
- Increase the supply of affordable rental housing.
- Increase the supply of transitional/second-stage housing.
- Increase the supply of supported/supportive housing.

### Action Taken in 2024:

- Launched and directly delivered an Additional Dwelling Unit program aimed at increasing affordable rental housing by creating a secondary suite or additional unit as permitted within the municipality.
- Funded and expanded rental subsidies including rent supplements, portable housing benefits, and housing allowances. In 2024, rental subsidies increased by 18 units.
- Continued to refer households to the Canada-Ontario Housing Benefit (COHB) to assist with housing affordability. In 2024, 65 households were referred to the COHB Program.
- Launched a Transitional Housing Allowance program to help subsidize rental costs for individuals residing in transitional housing units such as Northern Pines, Suswin, and Futures.
- Subsidized the operating costs for the Northern Pines 60-unit transitional and supportive housing complex.
- Continued to fund and directly deliver the Homeownership program which provides down-payment assistance for first time homeowners.
- Released a Request for Expression of Interest for affordable housing development and worked closely with developers to move projects forward.
- Collaborated with District municipalities on affordable housing initiatives.
- Completed the construction of 24 units in Northern Pines Phase 3 in November 2024.
- Submitted applications to numerous affordable housing development funding opportunities.
- Advocacy efforts continued at all levels of government for funding tied to affordable housing development.

## Strategic Objective #4: Sustaining and Expanding the Housing Portfolio

### Strategies:

- Renew and/or redevelop social housing assets.
- Review the social housing portfolio.
- Maintain Nipissing's service level standards in social housing.
- Create opportunities to facilitate new housing projects.

### Action Taken in 2024:

- Allocated approximately \$1 million for social housing repairs, supporting 10 social housing providers with critical infrastructure upgrades and repairs.
- A 60-unit affordable housing development was announced in North Bay. The housing project will be owned and operated by the Ontario Aboriginal Housing Services.
- Continued to fund Urban Native and Provincial Reformed providers who reached the end of their operating agreements.
- Continued to implement a new integrated housing system for social housing management and the centralized waiting list.
- Approved the community housing service agreement framework for housing providers who have reached the end of their operating agreements.
- Continued the redevelopment of Mackay Homes, which included the provision of rent supplements at unit turnover to increase affordability in the District.
- Worked closely with community housing providers interested in housing development.
- Funded tenant supports which assists in managing challenging tenancies in the community housing portfolio.
- Continued to follow the Service Levels Standards Action Plan and increased service levels by 31 units in 2024.



## Strategic Objective #5: Awareness, Education, Information and Best Practices

### Strategies:

- Ensure the 10-Year Housing and Homelessness Plan is implemented.
- Strengthen the partnership between Housing Access Nipissing, non-profit housing providers and service providers.
- Increase the collaboration between DNSSAB and/or any of the following: community partners, municipalities, federal government, provincial governments.
- DNSSAB recognizes and supports the Nipissing District Homelessness and Housing Partnership.
- DNSSAB will be a leader and advocate in supporting homelessness prevention initiatives and affordable housing solutions.
- Develop Indigenous housing solutions.

### Action Taken in 2024:

- The Board continued to align funding with the actions and priorities identified within the 10-Year Housing and Homelessness Plan.
- Maintained positive communication with community housing providers, issuing 6 Housing Services Notices to housing providers in 2024. Individual meetings with each housing provider were held to discuss potential housing development plans and needs.
- Maintained positive communication with the District municipalities. Collaborated with municipalities for the newly launched Additional Dwelling Unit Program. Individual meetings with each municipality were held to discuss potential housing development plans and needs as referenced in the Housing Targets Study.
- DNSSAB continued in the role of the local Community Entity for the Reaching Home Homelessness Strategy.
- DNSSAB continued to be an active member of the Homeless Individuals and Families Information System (HIFIS) – National Working Group. The group provides recommendations to the federal government on improvements to HIFIS.
- Advocacy efforts continued at all levels of government regarding the need for funding for affordable housing, supportive housing, homelessness supports and services and increases to social assistance rates.
- Continued to collaborate with Indigenous partners regarding housing and homelessness needs. In 2024, True Self Debwewendizwin continued to provide outreach services for unsheltered homeless and DNSSAB partnered with the North Bay Indigenous Friendship Centre to provide housing allowances to residents of Suswin Village.

## Strategic Objective #6: Awareness, Education, Information and Best Practices

### Strategies:

- Improve the public's access to information on housing and homelessness programs including housing options and support services.
- Increase awareness concerning housing and homelessness issues in the District.
- Ensure that citizens have access to stable employment opportunities to secure and maintain adequate, safe and affordable housing.
- Increase Indigenous cultural awareness and safety.
- Develop and implement a quality standards framework and best practices program for social housing and housing programs.
- DNSSAB becomes a repository of housing information, data and knowledge.

### Action Taken in 2024:

- Continued to update the DNSSAB website to ensure that housing and homelessness resources are easily accessible.
- Launched a data portal on the DNSSAB website with a dashboard on active homelessness which pulls from the Homeless Individuals and Families Information System and a dashboard featuring housing indicators from the 2021 Census. The data portal also features data from the previous Point-in-Time Homelessness Enumeration.
- Held a District-wide Point-in-Time Homelessness Enumeration in October 2024. The count consisted of 48 survey locations and 67 surveyors.
- Finalized a Housing Needs and Supply Study to better understand the current housing supply and demand including determining needs and gaps across the entire housing continuum. The final report was approved by the Board in April 2024.
- Finalized a Homelessness System Review and Hub Feasibility Study to identify gaps, challenges, and successes within the current homelessness system and to determine the need and operating model for a 24/7 integrated shelter and hub in North Bay. The final report was approved by the Board in April 2024.
- Finalized a Housing Targets Study to determine the number of subsidized, affordable rental, and affordable ownership units required in the Nipissing District by 2035. The final report was approved by the Board in December 2024.
- The three housing and homelessness studies completed and approved in 2024 have all been uploaded to the DNSSAB website.
- The North Bay Indigenous Friendship Centre and True Self Debwewendizwin continue to be active members on both Coordinated Access Nipissing and the Community Advisory Board.
- Achieved a Quality By-Name List with Built for Zero Canada.

## BOARD REPORT #CORP-2025-019

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 24, 2025

**Purpose:** Revisions to Purchasing Policy

**Department Head:** Justin Avery, Director of Finance & Administration

**Approver:** Melanie Shaye, Chief Administrative Officer

### RECOMMENDATION

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the updates to the DNSSAB/Nipissing District Housing Corporation (NDHC) Purchasing Policy.

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

<input checked="" type="checkbox"/> <b>Maximize Impact</b>	<input checked="" type="checkbox"/> <b>Remove Barriers</b>	<input checked="" type="checkbox"/> <b>Seamless Access</b>	<input checked="" type="checkbox"/> <b>Learn &amp; Grow</b>
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Having appropriate Board administrative policies in place helps ensure DNSSAB's assets are managed appropriately so that the strategic plan can be achieved.

### BACKGROUND

Originally created in 2013, the Purchasing Policy has been amended in 2018, 2021, and 2023. The Policy is required to be reviewed at a minimum every five (5) years. Staff make current recommendations on changes to simplify the policy, streamline procurement activities, provide clarity where the policy is silent or unclear, and to prioritize Canadian vendors and suppliers to support local and smaller businesses.

### FINANCIAL AND RISK CONSIDERATIONS

The changes to the Purchasing Policy are intended to minimize risk, by having simplified, enhanced clarity while increasing standardization routed in best practice.

## OPTIONS AND/OR RECOMMENDATIONS

The updated Purchasing Policy is attached in draft with track changes; with a summary of the revisions noted below:

- Policy:
  - Addition: Purpose
  - Addition: Applicability
  - Updated: Simplified the former *Principles* and *Code Ethics* section into one combined section; remove duplications
    - New Principle: “*Prioritize Canadian suppliers in order to support local and smaller businesses.*”
  - Updated: Prohibitions now limited to instances related to conflict of interests
    - All other prohibitions moved into the appropriate schedule (see *Determining the Total Acquisition Cost*)
- Schedule A: Purchasing
  - Change: Formerly named “*Procurement*”
  - Removed: Intent of Schedule (i.e., deemed unnecessary due to the new Purpose section)
  - Removed: Procurement Process (i.e., will be proceduralized)
  - Updated: Exemptions for Purchasing Authority; expanded the list
  - Addition: Purchasing Restrictions (i.e., to allow the authority to restrict purchasing due to a trade dispute or armed conflict)
  - Addition: Purchasing Preferences (i.e., readded back to the policy; was in the 2021 version)
- Schedule B: Direct Negotiations
  - Changed: Formerly named “*Contracts*”
  - Updated: Grammar and simplified listing (i.e., removed duplications)
- Schedule C: Contracting
  - Change: Formerly named “*Definitions*”
  - Removed: Intent of Schedule” (i.e., deemed unnecessary due to the new Purpose section)
  - Addition: “*Determining Total Expected Revenue*” (i.e., necessary for contracts related to revenue generation/profit, such as paramedic services or property related services)
  - Addition: Exemptions from Contract Authority (i.e., expanded the listing)
  - Addition: Delegation of Contract Authority (i.e., needed rules in the policy for delegation)
- Schedule D: Definition
  - Additions: Administrative Contracts, Applicable Law, Contract Authority, Direct Payment, and TER

## **NEXT STEPS**

Upon approval of the revisions to the Purchasing Policy by the Board, the updated Purchasing Policy will take immediate effect, and staff will then move forward to draft appropriate standard operating procedures to ensure it is properly implemented.

## **RESOURCES CITED**

NA

**AUTHOR:** Justin Avery, Director of Finance and Administration



## ADMN-04: PURCHASING POLICY

### REVISION HISTORY

Version	Description	Approval Date	Next Review Date	Authorization
2013	Purchasing Policy FIN/ADM 08 replaced Purchasing Policy FIN/ADM 01	16-Apr-2013	16-Apr-2018	Resolution #2013-73
2018-A	Purchasing Policy #CORP-01 to replace Purchasing Policy FIN/ADM 08	20-Feb-2018	20-Feb-2023	Resolution #2018-19
2018-B	Updated Purchasing Policy #CORP-01 (to include NDHC)	19-Dec-2018	19-Dec-2023	Resolution #2018-116
2021	Updates to Purchasing Policy	24-Feb-2021	24-Feb-2026	Resolution #2021-02
2023	Updates to Purchasing Policy	27-Sept-2023	27-Sept-2028	Resolution #2023-70
2025	Updates to Purchasing Policy			

### Purpose

This policy contains the rules for determining purchasing costs, authority and method along with the circumstances under which Contracts are to be executed.

### Applicability

This policy covers all purchases related to Goods, Services, construction and/or real property, excluding unsolicited quotes or proposals, which the Unsolicited Quotes and Proposal policy shall govern; purchases made on behalf of Ontario Work clients, which the Ontario Works Act shall govern; rental arrangements for NDHC's residential properties, which NDHC policies and procedures shall govern; and the sale of assets or real property, which the Disposal of Assets policy shall govern and the sale of services.

This policy covers any Contract, agreement or other type of arrangement, whether prepared by DNSSAB or Vendor, that legally binds the DNSSAB or NDHC to a particular action, purchase, loan, funding, and/or administrative matter with a third party, excluding employment contracts, which the applicable HR policies or processes shall govern. The issuing of payments associated with an approved Contract, including any holdback, draw and/or progress payments, which are within the approved budget and Contract, are not subject to this Policy.

### Principles

DNSSAB shall:

- Ensure purchases are completed efficiently and cost-effectively.
- Consider the Total Acquisition Cost for each purchase or the Total Expected Revenue for each revenue generating arrangement.
- Reduce any actual or potential conflict of interest and/or preferential treatment.
- Ensure that purchases are made in an open, fair, inclusive, accountable, defensible, and transparent manner.
- Have written Contracts which have clear and easy to understand terms and conditions.
- Control costs and mitigate against budget overruns and/or scope creep.
- Maintain compliance with all Applicable Laws and treaties.
- Prioritize Canadian suppliers in order to support local and smaller businesses.

**Prohibitions**

Under no circumstances will DNSSAB or NDHC purchase or contract directly with a DNSSAB or NDHC Board member or employee. Employees and Board members shall not engage in any activity which is or could be perceived to be a conflict of interest.

**Discipline**

Employees who breach this policy may be subject to disciplinary action in accordance with the principles and practices of the DNSSAB/NDHC.

**Schedules**

- Schedule A – Purchasing
- Schedule B – Direct Negotiations
- Schedule C – Contracting
- Schedule D – Definitions

**SCHEDULE A: PURCHASING**

**Determining the Total Acquisition Costs**

The following equation shall be used to calculate the TAC amount for purchase:

$$\text{TAC} = (\text{Sum of all Direct Costs}) * (\text{Initial Term} + \text{Extension Terms})$$

- Indirect costs should be considered, but they are not to be used in the calculation of the TAC amount.
- Quantity, term dates, delivery dates, or other artificial divisions or reductions **shall not** be made or arranged to affect the calculation of the TAC.
- An estimated TAC amount can be used to determine the appropriate purchasing authority and purchasing process as outlined below under **Purchasing Authority** and **Purchasing Process** sections.
- When an estimated TAC's actual or quoted amount exceeds the selected **Purchasing Authority** and/or **Purchasing Process** limit noted below, the original decision(s) shall continue unless the CAO determines otherwise.

**Purchasing Authority**

The Board delegates its authority to approve purchasing arrangements to the following employees:

Delegated Purchasing Authority	Estimated TAC
Maintenance Officer/Capital Works Officer	Up to \$2,500
Supervisors	Up to \$10,000
Managers	Up to \$25,000
Directors	Up to \$75,000
Chief Administrative Officer	Up to \$300,000
Board	\$300,000 or greater

**Exemptions from Purchasing Authority**

The Board delegates its authority to approve the following types of purchasing arrangements to the CAO regardless of the estimated TAC amount:

- Lease or rental arrangement (real property) renewals or extensions.
- All Transfer Payments
- All Direct Payments
- ~~All Emergency purchases~~
- All ambulance or emergency response vehicle purchases
- All insurance purchases (premiums and deductibles)

**Purchasing Real Property**

The Board shall approve all real estate (land and/or building) purchases.

**Purchasing Restriction**

The CAO can restrict or prevent the purchase of Goods and/or Services from a country or nation where there is a trade dispute or armed conflict between Canada and that country.



**Delegation of Purchasing Authority**

Employees can temporarily delegate their Purchasing Authority level to another employee within the organization, subject to the CAO's approval. Such assignments shall be made with the understanding that when the Purchasing Authority is temporarily delegated, the employee to whom the purchase is delegated bears responsibility for that purchase.

**Purchasing Process**

The Purchasing Authority shall authorize a competitive or non-competitive purchasing process as follows:

Purchasing Process	Estimated TAC
One (1) quote	Up to \$25,000
Three (3) quotes	Up to \$100,000
Public Procurement	\$100,000 or greater
Direct Negotiations	See Schedule B

**Purchasing Preferences**

Preference is limited to circumstances and/or events that are considered beyond DNSSAB's reasonable control or choice including but not limited to, changes in law, geography, cultural, linguistic, and/or social conditions or reasons.

- When the procurement method is *three (3) quotes*, the justification for a preference must be clearly outlined and documented within the solicitation document(s).
- When the procurement method is *Public Procurement*, the preference and its justification must be clearly outlined in the solicitation document(s) and:
  - The weight assigned to a preference must be included in the evaluation section; and
  - The weight assigned to the preference should not exceed 20% of the total evaluation score; and
  - Preferences will not be considered post-evaluation.

**SCHEDULE B: DIRECT NEGOTIATIONS**

A purchase can be eligible for Direct Negotiations with the approval of the Purchasing Authority and when one or more of the following conditions apply.

TYPE	CONDITIONS
Art	For the procurement of original works of art.
Bankruptcy	When Goods can be purchased under exceptionally advantageous circumstances such as bankruptcy or receivership but not for routine purchases.
Commodity	When Goods can be purchased on a commodity market.
Confidential	All matters of a confidential or privileged nature where disclosure through a Public Procurement could reasonably be expected to compromise confidentiality, cause economic disruption, or otherwise be contrary to the public interest.
Contractor	When a contractor is to perform work on the property according to the provisions of a warranty or guarantee concerning the property or the original work.
Design	For the winner of a design contest.
Emergency Purchase	Any purchase is deemed to have been made due to an Emergency.
Employee Training and Education Expenses	Conferences or conventions
	Memberships, association fees
	Subscriptions (newspaper, magazine, or periodicals)
	Workshops, courses and seminars
Employee Travel Expenses	Accommodations
	Meal allowance
	Transportation
Employer's general expense	Banking Services (including the borrowing and investment of money)
	Insurance premiums and deductibles
	Licenses, certificates and other approvals required
	Medical documentation/forms
	Medical supplies as approved and/or required by specific Ministry of Health guidelines
	Payroll deduction remittances
	Postal or courier fees
	Refunds and overpayments
	Routine vehicle expenses, including gas, tire rotation/change, oil change and winterization
	Tax remittances
	Telecommunications (soft phones, telephone, cell phone and internet services)
Failed Competitive	Where a Public Procurement failed to identify a successful proponent, and it is not reasonable or desirable that a further attempt be made.
General Supply	Where a department has an existing contract with a vendor that another department now requires.
Geographic Limits	When geographic limits on the available supply base and transportation costs impose additional costs for construction related projects.
Leasing and renting	Where the purchase is related to leasing or renting real property.
Lessor	For work to be performed on or about a leased item where the lessor has requested or agreed to perform the work.
Monopoly	Where only one source is available because of the scarcity of supply in the market, a statutory or market-based monopoly, and/or the existence of exclusive rights (patent, copyright, license).
Pre-Determined Payments	Any Direct Payments
	Any Transfer Payments

Professional and Special Services	Advertising (including radio, television, newsprint or online media)
	Appraisal fees
	Committee fees
	Confidential items (e.g. investigations, forensic audits)
	Counselling fees
	Cyber security
	Entertainers or public speakers for special events
	Group benefit plans
	Honorariums
	Insurance and insurance brokers
	Legal Services
	Medical, clinical and laboratory service
	Professional, consulting and/or special service
	Special tax, accounting, audit service, and advice from Board-approved auditors
	Witness fees
Prototype	For the initial purchase of a prototype.
Purchasing Groups	When it is in DNSSAB and NDHC's best interest (i.e., when there is a strong possibility of lower costs) to coordinate with other government agencies, public authorities, or other types of private cooperative purchasing groups.
Real Property	When the purchase is for real property.
Security	When this policy would interfere with the ability to maintain security or order or to protect human, animal or plant life or health.
Special Vendor	Where the required Goods and Services are to be supplied by a particular vendor with special knowledge, skills, expertise, and experience or for technical reasons that others do not have and where no alternative or substitute exists.
Standardization	When the paramount consideration is standardizing or compatibility with existing equipment, technology, software, product standards, facilities, or services.
Warranty	When there is a need to avoid violating a warranty and/or guarantee.

Where Direct Negotiations is pursued, a **written request** (i.e., email) or the completion of a **form**, as provided by the *Contract and Purchasing Specialist*, is to be completed by the requisition department's purchasing lead. The written request or form must be submitted to the *Contract and Purchasing Specialist* for review prior to submitting the request to the Purchasing Authority for authorization.

In all Direct Negotiations, it is the responsibility of the Purchasing Authority to make every effort to obtain the lowest possible TAC and best value from any selected Vendor.

**SCHEDULE C: CONTRACTING**

**Contract Authority**

The Board delegates its authority to execute Contracts to the following employees:

Delegated Contract Authority	Actual TAC/TER*
Supervisors	Up to \$10,000
Managers	Up to \$25,000
Directors	Up to \$75,000
Chief Administrative Officer	Up to 300,000
Board Chair	\$300,000 or greater

**\*Determining Total Expected Revenue**

For all revenue-generating arrangements, the following equation shall be used to calculate the TER amount to determine the Contract Authority:

$$TER = (Fixed\ revenue + Estimated\ variable\ revenue + Administrative\ Fee) * (Initial\ Term + Extension\ Terms)$$

- Indirect costs should be considered, but they are not to be used in the calculation of the TER amount.
- Quantity, term dates, delivery dates, or other artificial divisions or reductions **shall not** be made or arranged to affect the calculation of TER.
- When an estimated TER's actual amount exceed the selected **Contract Authority's** limit noted above, the original decision(s) shall continue unless the CAO determines otherwise.

**Exemptions from Contract Authority**

The Board delegates its authority to execute the following types of Contracts to the CAO regardless of the actual TAC or TER amounts:

- All Contracts related to a Direct Payment
- All Contracts related to a Transfer Payment
- All lease or rental arrangements (real property)
- All insurance related arrangements (Coverage and Broker)
- All Administrative Contracts
- All Contracts for ambulance or emergency response vehicles purchases
- All revenue generating agreements

**Rules for Contract Amendments or Change Orders**

- When a contract amendment or change order increases the actual TAC or TER amount beyond the authority limit of the current Contract Authority, any current or subsequent amendment or change order must be signed by the appropriate employee (i.e., limit) based on the updated cumulative amount.

**Delegation of Contract Authority**

Employees can temporarily delegate their Contract Authority to another employee within the organization, subject to the CAO's approval.

## SCHEDULE D: DEFINITIONS

That the words and phrases listed below when used in this policy shall have the following meanings:

**“Administrative Contract”** means any arrangement that is unrelated to a purchase or revenue generating, but which legally binds DNSSAB/NDHC in a manner; examples included, but are not limited to, non-disclosure, information/data sharing, terms of use, and/or affiliation agreements (i.e., practicums).

**“Applicable Law”** means any laws, statutes, regulations, by-laws, rules, declarations, ordinances, directions, directives, orders, and/or requirements of any federal, provincial, municipal, local and other governmental and quasi-governmental authorities, departments, commission and boards having jurisdiction over the subject matter herein.

**“Board”** means the Board of Directors of the District of Nipissing Social Services Administration Board or the Nipissing District Housing Corporation, as the context may require.

**“By-Law”** means any by-law passed by the Board of Directors for DNSSAB or NDHC, as the context may require.

**“Contract”** means any negotiated and reciprocal legal arrangement between DNSSAB/NDHC and a third party for the purchase of Goods, Services or construction related matters; also includes any funding, loan, transfer payment agreement and/or Administrative Arrangement.

**“Contract Authority”** means the employee with the authority to bind DNSSAB and/or NDHC and sign a Contract.

**“Cumulative Score”** means a weighted average from the combination of the evaluator's scores from each stage in a Multi-Stage process as the final determinative for the recommendation for award.

**“Direct Cost”** means the monetary costs necessary for one (1) project or arrangement (revenue or purchase). Costs may include, but are not limited to: administrative, material, labor, equipment, currency exchange, delivery, disposal, insurance, inventory, lease, licensing, programming, rental, service, and warranty costs, taxes, a minimum contingency of 10%, and a reasonable yearly inflation rate after year one (i.e., 2.5%). It excludes any rebates or optional items that DNSSAB or NDHC may or can opt not to purchase.

**“Direct Negotiation”** is a non-competitive purchasing process with a pre-selected Vendor allowable only under the exceptional circumstances and conditions outlined in *Schedule B*.

**“Direct Payment”** means funding received from a ministry for purchasing prescribed Goods, Services, and/or construction-related matters where the funds must be expended within a timeline shorter than any purchasing process.

**“Emergency”** refers to situations that threaten or have damaged the environment, public health, safety, and/or welfare of individuals wherein only specific Goods and/or Services can eliminate or minimize any further damage or threats.

**“Good”** refers to any tangible chattels or personal property other than things in action and money, including, but not limited to, emblems, things attached to or forming part of the land or building, deeds and instruments related to the title or ownership of property; equipment, materials, supplies, tickets granting access to events, transportation, energy (regardless of its source), items needed for construction or fixture installation (on land, buildings, or structures), and hardware/software (computer and network related).

**“Indirect Cost”** refers to the risks associated with one (1) project or arrangement. Risks includes, but is not limited to: accessibility and stability of the company; the reputation of the company; suitability of the Goods and/or Services; compatibility of the Goods and/or Services; the quality of the Goods; life expectancy of the Good; payment terms; time of completion or delivery; environmental factors; health and safety implications; ethical business practices of the company; after-sale support; performance guarantees; start date; service availability; discount rates or other savings; trade-in value; and/or options and alternatives.

**“Multi-stage”** refers to an evaluation method used in RFPs and EOIs, where an evaluation committee reviews responses in specific stages, each with distinct requirements. Responses that have met the criteria for all stages are then ranked by their Cumulative Score, and the bidder with the highest Cumulative Score is recommended for award.

**"Prequalification Request"** is a non-binding purchasing process that allows companies or individuals to prequalify for a future competition by submitting information that will allow DNSSAB or NDHC to pre-assess their capability to perform the work. If determine capable, the company or individual will be invited to submit a bid or proposal if and once an EOI, RFQ, RFP, or RFT is issued. The term "PQR" has the same meaning.

**"Public Procurement"** means a purchasing process wherein the solicitation document is issued publicly and which any individual or company can submit a response. Usually, a public procurement will be in the form of one of the following: Prequalification Request, Request for Proposal, Request for Tender, or Request for Vendor of Record.

**"Purchasing Authority"** means the employee position which has the authority to approve a purchase.

**"Request for Expression of Interest"** means an invitational purchasing process in which the Scope of Work is undetermined as to the type, quantity, and quality of Goods and/or Services; a Multi-Stage approach is used to evaluate responses; "EOI" has the same meaning.

**"Request for Proposal"** means a Public Procurement purchasing process in which the Scope of Work is undetermined as to the type, quantity, and quality of Goods and/or Services; a Multi-Stage approach is used to evaluate responses; "RFP" has the same meaning.

**"Request for Quotes"** means an invitational purchasing process where the department invites companies and/or individuals to submit a quote based on a Scope of Work that is predetermined as to the required type, quantity, and quality of Goods and/or Services; a Two-Stage approach is used to evaluate responses; "RFQ" and "Request for Quotation" have the same meaning.

**"Request for Tender"** means a Public Procurement purchasing process in which the Scope of Work is predetermined as to the required type, quantity, and quality of Goods and/or Services. Responses are evaluated using a Two-Stage approach; "RFT" and "Tender" have the same meaning.

**"Request for Vendor of Record"** means the procurement process used for ad hoc, as-needed, but recurring purchases where the Scope of Work is predetermined as to the required quantity and quality and where the solicitation document invites companies and/or individuals to submit pricing and their qualifications; meeting mandatory requirements is the determinative factor for enrollment on a vendor of record registry; "RVR" has the same meaning.

**"Scope of Work"** means a department's needs, expectations, requirements, preferences, and/or deliverables for known or unknown Goods and/or Services.

**"Services"** encompasses the expectations, requirements, activities, milestones, and deliverables for project completion or delivery. This includes professional, consultative, technical, and artistic tasks, along with transportation, acquisition, and management of resources needed for success.

**"TAC"** means the sum of all Direct Costs and the assessment of the Indirect Costs, for the full duration of the intended or actual contract (including any extension terms), necessary for the Vendor to provide and/or complete the Scope of Work.

**"TER"** means total expected revenue generated for an arrangement where payment for Services is made to DNSSAB or NDHC.

**"Transfer Payment"** means one-way funding to a particular group, individual, organization and/or other public agency wherein the terms, conditions and/or recipients for the purchase, funding, loan, or payment have been prescribed or predetermined by the funding and/or budget criteria established by the ministry or Board.

**"Two-stage"** means the evaluation method used in an RFQ and RFT, wherein an evaluation committee will first review a response against mandatory requirements. If a response meets all mandatory requirements, an evaluation committee will rank responses by their total contract pricing to determine which bid submitted the lowest TAC. The lowest TAC is the determinative factor for the recommendation for award.

**"Vendor"** means the third party which has executed a Contract with DNSSAB and/or NDHC.

## BOARD REPORT #CORP-2025-016

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 24, 2025

**Purpose:** Travel, Meal and Hospitality Policy Update

**Department Head:** Justin Avery, Director of Finance & Administration

**Approver:** Melanie Shaye, Chief Administrative Officer

### RECOMMENDATION

THAT the District of Nipissing Social Services Administration Board approves the changes to the Travel, Meal and Hospitality Policy as noted in Board Report #CORP-2025-016.

### RELATIONSHIP TO STRATEGIC PLAN

**Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities**

<input checked="" type="checkbox"/> <b>Maximize Impact</b>	<input checked="" type="checkbox"/> <b>Remove Barriers</b>	<input checked="" type="checkbox"/> <b>Seamless Access</b>	<input checked="" type="checkbox"/> <b>Learn &amp; Grow</b>
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Having appropriate Board administrative policies in place helps ensure DNSSAB’s assets are managed appropriately so that the strategic plan can be achieved.

### BACKGROUND

The Travel, Meal and Hospitality Policy is in place to guide Board members and employees on the processes and allowable expenses for travel, meal, and hospitality related expense claims.

### FINANCIAL AND RISK CONSIDERATIONS

The recommended changes to the Travel, Meal and Hospitality Policy include:

- A preference for purchasing Canadian
- Clarified approval authority for expense claims
- Simplified road transportation decision procedures
- Clarified language around the use of corporate credit cards as only select staff have corporate credit cards and no Board members are issued corporate credit cards
- Added a requirement to disclose Board member expenses to DNSSAB’s website on an annual basis
- Various minor edits related to grammar, formatting, etc.

### **OPTIONS AND/OR RECOMMENDATIONS**

That the District of Nipissing Social Services Administration Board approves the changes to the Travel, Meal and Hospitality Policy as noted in Board Report #CORP-2025-016.

### **NEXT STEPS**

N/A

### **RESOURCES CITED**

Travel, Meal and Hospitality Policy

### **AUTHOR**

Justin Avery, Director of Finance & Administration





## ADMN-12: TRAVEL, MEAL AND HOSPITALITY POLICY

### REVISION HISTORY

Version	Description	Approval Date	Next Review Date	Authorization
2010	Original Policy	Feb-2010	Feb-2015	Resolution #2010-037
2019	Adjustment to kilometre reimbursement	April 2019	April 2024	Resolution #2019-70
2020-A	Removed alcohol and allowed personal vehicle use	Jan-2020	Jan-2025	Resolution #2020-16
2020-B	Limited number Board members attending conferences	Oct-2020	Oct-2025	Resolution #2020-108
2022-A	Adjust meal reimbursement	Jan-2022	Jan-2027	Resolution #2022-06
2022-B	Adjusted meal language and mileage amount	June-2022	June-2027	Resolution #2022-55
2022-C	Changed definitions	Sept-2022	Sept-2027	Resolution #2022-69
2023-A	Out of Province travel, gratuities, kilometre allowance and increase to meals	March-2023	March-2028	Resolution #2023-30
2023-B	Clarified attendance at Paramedic Services medal of honour events; added hotel booking information, changed Board members attending conferences, changed insurance language for employees	Oct-2023	Oct-2028	Resolution #2023-85
2024	Updated approval to travel table, clarified personal expenses are not reimbursable, clarified that Board members can attend annual conferences when they are performing DNSSAB/NDHC business, updated gifts of appreciation section, and added minimum distance travelled for kilometre reimbursement	Sept-2024	Sept-2029	Resolution #2024-82
2025	Included preference for purchasing Canadian, clarified approval authorities, and simplified road transportation decision procedures.	Sept-2025	Sept-2030	

### PURPOSE

The purpose of this policy is to provide clarity on the processes and amounts for travel, meal, and hospitality related expense claims.

### SCOPE

Expenses must:

- Be work related,
- Be modest and appropriate,
- Demonstrate accountability and transparency. And
- Give due regard for the balance between being economical, efficient, and giving due regard for health and safety.

This policy is guided by the best practices of the Travel, Meal and Hospitality Expenses Directive of the Management Board of Cabinet as modified for distribution to the Ministry of Community and Social Services Transfer Payment Agencies, January 2020 and the applicable DNSSAB Collective Agreement.

Purchases from Canadian vendors should be prioritized to support local and smaller businesses.

### APPLICABILITY

This policy applies to all employees and Board members of the DNSSAB and NDHC, except where otherwise specified in the applicable DNSSAB Collective Agreement.

**ROLES & RESPONSIBILITIES**

Board member and employees must:

- obtain advance travel and itinerary approval from appropriate authority levels for travel. Approval for Board members is through the Board Chair. The Chair of the Finance & Administration Committee is responsible for approval of the DNSSAB and NDHC Board Chair’s travel and itinerary approval. Approval must be documented via email and the approval email must be attached to any expense claims;
- use the corporate credit card for payment of expenses under this policy where applicable. Board members and employees who do not have a corporate credit card will submit an expense claim for reimbursement. When there is a vendor on record where payment can be made with cheque or EFT (ex. car rental), this should be the method of payment instead of a corporate credit card;
- in the event of changes, hotel and travel bookings should be cancelled within the allowable period; and,
- become familiar with, and adhere to, the provisions of this policy.

Approval authorities must:

- ensure that expenses are consistent with the principles of this Policy and comply with other relevant DNSSAB policies;
- determine and authorize when business travel is necessary;
- ensure that all travel arrangements are consistent with this Policy;
- ensure that appropriate receipts are provided to support expense claims where necessary;
- ensure that any unusual items are explained appropriately, or proof is given of prior approval.

**PERSONS TRAVELLING TOGETHER**

In determining the number of employees traveling together in the same vehicle (plane, train, or automobile), consideration should be given to business continuity needs in order to reduce the risk of a major disruption in DNSSAB’s ongoing operations.

**APPROVAL TO TRAVEL**

Prior approval by the appropriate authority is required for business travel by travelers according to destination:

LOCATION	STAFF	SUPERVISOR/MANAGER	DIRECTOR	CAO
Within district	Immediate supervisor	Director	None	None
Outside district (within Ontario) day travel	Supervisor and Manager	Director	CAO	None
Outside district (within Ontario) overnight	Director and CAO	Director and CAO	CAO	None
Out of Province	N/A	N/A	CAO	Chair

Exceptions to the Approval to Travel must be approved by the CAO. Exceptions must be documented via email and the approval email must be attached to any expense claims.

**APPROVAL OF EXPENSES**

All expenses are required to be submitted through the DNSSAB/NDHC accounting systems for processing. Approval of expenses is documented in the accounting systems and the approval authority for expenses is as follows:

POSITION	APPROVAL AUTHORITY
Board member	Director of Finance and Administration or equivalent
CAO	DNSSAB Board Chair
All other employees	Employee’s direct supervisor or delegate

## **INSURANCE**

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### **Travel Accident Insurance**

Full-time, permanent employees have basic insurance for accidental injury or accidental death including reimbursement of emergency medical expenses. Additional insurance may be purchased at the traveler's own expense.

### **Vehicle Insurance**

Employees renting a vehicle for work travel purposes must make the booking under the DNSSAB's account, not the individual employee. This ensures that the appropriate insurance coverage is in place. The rental company insurance can be waived if the booking has been made under DNSSAB's account.

Personal vehicles used on DNSSAB business must be insured at the vehicle owner's expense for personal motor vehicle liability. Coverage should be equal to or greater than the minimum liability specified in the Insurance Act. Drivers must satisfy themselves whether their motor vehicle insurance coverage should include business use of their vehicles.

The DNSSAB will not reimburse costs of business use coverage or collision and liability coverage and DNSSAB assumes no financial responsibility for privately owned vehicles other than paying the kilometric rate when used for DNSSAB business. The DNSSAB is not responsible for reimbursing deductible amounts related to insurance coverage. Those driving a personal vehicle on DNSSAB business cannot make claims to the DNSSAB for damages as a result of a collision.

## **TRANSPORTATION**

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### **Road Transportation**

Use of a rental vehicle is the preferred method of road transportation; however, personal vehicles may be used when it is considered more practical or efficient. The use of a personal vehicle does not require approval, and it is up to the Board member or employee to determine the most appropriate method of road transportation (i.e. personal vehicle or rental).

Bridge, ferry and highway tolls and necessary parking fees paid while driving on DNSSAB business will be reimbursed. Receipts must be obtained and submitted.

Accidents must be reported immediately to local law enforcement authorities, the rental car agency (if applicable), the automobile insurance company (if using a personal vehicle), and the person's immediate supervisor (and the corporate credit card company if applicable).

### **Car Rental**

The size of the rental car must be the most economical and practical required for the business task and number of occupants. Exceptions must be documented and approved by the appropriate spending authority. Luxury and sports car rentals are prohibited. The rental car must be refueled in accordance with the rental contract.

Where a traveler accumulates more than 1,600 km/month on a regular basis, the manager should investigate lower cost options. Where a traveler continues to use a personal vehicle, the rationale for this practice should be documented.

### **Other Road Transportation**

Whenever practical, local public transportation/hotel shuttles should be used. Receipts for reimbursement are not required.

Taxi and ride-hailing services expenses are allowable where group travel by taxi is more economical than the total cost of travelling separately, or when there are unusually tight schedules for meetings.

Reasonable gratuities for taxis will be reimbursed. Receipts are necessary to support reimbursement of these expenses.

### **Air and Rail Travel**

Travel by air or rail is permitted when this is the most practical and economical way to travel. Travel must be arranged in advance and be booked by fixed dates; open-ended tickets are prohibited. Only economy class seating is permitted.

### **ACCOMMODATIONS**

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Reimbursement for overnight accommodation within an employee's home office area will not normally be authorized. Exceptional or emergency situations that require employees to remain close to their home office for long periods in excess of normal working hours.

Reimbursement will be made for single accommodation in a standard room, and no reimbursement will be made for suites, executive floors, or concierge levels. Hotels are to be booked at a national chain hotel, with a three-point-five (3.5) star rating or greater.

Any additional fees that are personal in nature (e.g. pet fees, additional guests, etc.) will not be reimbursed.

Private stays with family or friends are encouraged. A maximum of \$30.00 per night for gratuitous lodging expenses is allowed. No receipt is required.

For extended stays at one location, long-term accommodation must be arranged with the approval of an immediate supervisor, to take advantage of lower weekly or monthly rates. This may include the rental of a housekeeping facility.

### **MEALS FOR TRAVEL**

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Meal expenditures must be incurred when the employee is required to work during or through normal meal periods or when, during a normal meal period, the employee is away on DNSSAB business from their home office base for a distance exceeding twenty-five (25) kilometers and such travel is infrequent and occasional in nature and does not fall within their regular duties.

### **CONFERENCES**

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#### **Employees:**

Employee attendance at conferences and seminars that involves overnight travel must be approved in advance in accordance with the Approval to Travel section noted above.

#### **Board members:**

AMO, FONOM, NOSDA, OMSSA and ROMA annual conferences: all Board members may attend when performing DNSSAB/NDHC business (e.g. attending a DNSSAB/NDHC delegation).

DNSSAB delegations: any Board member attending the conference may attend.

### **HOSPITALITY**

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The DNSSAB CAO and senior management may provide hospitality to board members, employees, working group members, guests, visitors, volunteers, and other individuals as part of the business meeting.

Meals or light refreshments provided during a business meeting should be part of the business meeting, not a matter of personal convenience, whether the meeting is for internal purposes or includes external organizations.

When a meeting takes place over an extended period and the agenda includes a working meal, there may be justification that the meal is part of the business function. Examples of such events:

- A meeting where there is a scheduled luncheon speaker.
- A meeting where participants work through a lunch period.
- Circumstances where it would be too time-consuming or disruptive to event continuity for participants to take a meal break away from the meeting location.

It is preferred that meetings involving employees are not to be scheduled during lunch break as employees should be given an opportunity to receive a break from work during the day.

### **Hospitality costs**

Functions should minimize costs but be consistent with:

- The status of the guest(s);
- The number of people attending; and,
- The business purpose to be achieved.

### **Hospitality internal control**

Hosts must ensure that hospitality expenses are recorded, and records contain information for each function:

- The circumstances, including any requiring special authority;
- The form of hospitality (meal, reception, etc.);
- The cost is supported by receipts;
- Names of individuals entertained, their titles and company name; and,
- Approvals by CAO or delegate.

### **Gratuities**

Gratuities are restricted to a maximum of 20% for reimbursement, with the normal expectation of a 15% gratuity. Any gratuities beyond this limit will not be reimbursed.

Reimbursement of meal costs must not include the reimbursement for any alcoholic beverages. No reimbursement shall be made for meals consumed at home prior to departure or on return, or for meals included in the cost of transportation, accommodation, seminars and/or conferences.

### **GIFTS OF APPRECIATION**

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Token gifts of appreciation, valued at up to \$100, may be extended to people who are not attached to DNSSAB in exchange for pro bono services, such as the delivery of a presentation. Donations to local charities that do not have a funding relationship with the DNSSAB, up to \$100, may also be made in lieu of gifts of appreciation.

### **NON-REIMBURSABLE EXPENSES**

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Expenses of a personal nature will not be reimbursed. Such expenses include, but are not limited to;

- recreational purposes (movie rentals, mini bar, etc.);
- personal items;
- traffic and parking violations;
- social events that do not constitute hospitality as described above;
- alcoholic drinks;
- participation of friends or family members in events and meals\*

\*Attendance at Paramedic medal of honour events is the exception, whereby the employee receiving recognition may invite one (1) guest, and the ticket for the recognition event is paid. All other expenses are borne by the employee.

### **RECEIPTS**

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Itemized receipts must be submitted with claims. Credit card slips by themselves are insufficient to support claim for reimbursement.

### **TIME LIMIT FOR CLAIMS**

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All claims must be submitted on a timely basis, and no later than four (4) weeks after the date which the expense was incurred. Managers may extend this time limit using the principles to guide exceptions set out in this Policy.

### **BOARD EXPENSES DISCLOSURE**

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All Board member expenses will be posted on DNSSAB's website on an annual basis by January 31 of the subsequent year.

## **GUIDANCE ON EXCEPTIONS TO RULES**

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Requests for reimbursement should not be rejected solely because they arose from mistakes or misinterpretations of the requirements of this Policy. Decisions whether to approve reimbursement or to require repayment must be reviewed on a case-by-case basis.

When the approval authority exercises discretion in making an exception, and in order to ensure a proper record for audit purposes, the rationale for the exception must be documented and accompany the claim.

## **DEFINITIONS**

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**AMO:** Association of Municipalities of Ontario

**Board member Travel:** Business travel authorized by the appropriate spending authority, and does not include commuting between residence and headquarters, except for Board members residing outside of North Bay who travel to Board meetings.

**District of Nipissing:** The District of Nipissing as defined under Ontario Regulations 278/98 Schedule 3

**DNSSAB Main Office:** 200 McIntyre Street East, North Bay, Ontario

**FONOM:** Federation of Northern Ontario Municipalities

**Home Office:** An employee's regular place of business, permanent location associated with their position, or other place as designated by the employer.

**Itemized Receipt:** Document identifying the vendor with the date and amount of each expense item paid by the claimant. Document can be original paper, electronic or scanned copy format.

**NOSDA:** Northern Ontario Service Deliverers Association

**OMSSA:** Ontario Municipal Social Services Association

**ROMA:** Rural Ontario Municipal Association

**Spending Authority:** Managers with authority and responsibility to approve the expenses subject to this policy. Spending authority must comply with the Purchasing Policy approval authority.

**Travel:** Business travel authorized by the appropriate spending authority and does not include commuting between residence and headquarters.

**Traveller:** Employees and Board members of DNSSAB, guests and consultants.

## SCHEDULE 1: RATES AND STIPENDS

**Kilometre rate:**

Canada Revenue Agency (CRA) automobile rate for the current year, after 5,000 km driven.

*The above kilometre rates apply to DNSSAB Board members and non-union employees only and can only be claimed when the one-way distanced travelled exceeds 10 kilometres.*

*When determining the amount of kilometres to claim with use of a personal vehicle, the distance travelled will be calculated as the lesser of the actual distance travelled, or the distance between the DNSSAB Main Office and the destination.*

**Meals for travel stipend:**

a meal stipend is paid when eating meals at conferences/work required events, when meals are not otherwise provided. Receipts are not required to be submitted when a stipend is claimed.

**(Within District):**

Breakfast	\$20.00
Lunch	\$30.00
Dinner	\$35.00

**(Outside District):**

Breakfast	\$25.00
Lunch	\$35.00
Dinner	\$55.00

Meals considered under the Hospitality section of this Policy are not eligible for the Meal Stipend.

**Board Meal Stipend**

A meal stipend is paid to Board members attending board meetings that are scheduled during the lunch hour. The stipend is provided instead of an in-person lunch, in order to support the dietary needs of Board members, and to accommodate the hybrid board meeting model.

The meal stipend amount is equivalent to the within district, lunch meal reimbursement amount. The meal stipend is considered a taxable benefit.

## BOARD REPORT #HS-2025-029

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 24, 2025

**Purpose:** Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) – 2025-26 Investment Plan

**Department Head:** Stacey Cyopeck, Director of Housing Services

**Approver:** Melanie Shaye, Chief Administrative Officer

### RECOMMENDATION

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) – 2025-26 Investment Plan, for the District of Nipissing as set out in report #HS-2025-029; and,

THAT the District of Nipissing Social Services Administration Board authorizes staff to reallocate funds throughout the 2025-26 fiscal year to qualifying projects on emerging priorities within the District.

### RELATIONSHIP TO STRATEGIC PLAN

**Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities**

<input checked="" type="checkbox"/> <b>Maximize Impact</b>	<input checked="" type="checkbox"/> <b>Remove Barriers</b>	<input checked="" type="checkbox"/> <b>Seamless Access</b>	<input type="checkbox"/> <b>Learn &amp; Grow</b>
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**Maximize Impact** – The 2025-26 COCHI-OPHI Investment Plan helps to strengthen partnerships with community housing providers by continuing to maintain subsidized housing units and by seeking opportunities to expand the portfolio.

**Remove Barriers** – The 2025-26 COCHI-OPHI Investment Plan includes allocations for rental subsidies and for the development of additional affordable housing to house those in need.

**Seamless Access** – The 2025-26 COCHI-OPHI Investment Plan helps to increase affordable housing options in the District to contribute towards the targets set in the Nipissing District Housing Targets Study (2024).



## BACKGROUND

- Announced in April 2019, the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) are joint initiatives between the federal and provincial governments for the delivery of affordable and social housing.
- COCHI funding is a re-investment of federal funding that has been declining under the Canada-Ontario Social Housing Agreement, and Service Managers are encouraged to use COCHI funds for:
  - Protecting rent-geared-to-income tenants in non-profit and co-operative housing projects with expiring operating agreements/mortgages;
  - Preserving social housing supply through repairs and renovations; and/or
  - Supporting social housing providers that can demonstrate their potential for long-term financial sustainability through transitional operating funding.
- OPHI addresses local housing priorities through a suite of program components. The following OPHI program components are available to Service Managers:
  - Rental Housing
  - Homeownership
  - Ontario Renovates
  - Rental Assistance
  - Housing Support Services

## FINANCIAL AND RISK CONSIDERATIONS

- In a letter received on July 18, 2025, the Ministry of Municipal Affairs and Housing (MMAH) confirmed DNSSAB’s 2025-26 COCHI OPHI allocations and provided planned allocations for the 2026-27 and 2027-28 fiscal years. The allocations can be found listed below in Table 1. Overall, the OPHI allocations continue to decrease rapidly over the course of the next three years. DNSSAB will seek to mitigate operating component commitments under OPHI to manage the upcoming OPHI allocation decreases. Conversely, the COCHI allocations will continue to gradually increase over the same period.

**Table 1-** 2025-26 confirmed allocation and 2026-27, 2027-28 planned allocations for COCHI and OPHI.

Program	2025-26 Confirmed Allocation	2026-27 Planned Allocation	2027-28 Planned Allocation
Canada-Ontario Community Housing Initiative (COCHI)	\$1,590,700	\$1,859,300	\$2,016,500
Ontario Priorities Housing Initiative (OPHI)	\$446,600	\$332,500	\$124,800

- COCHI and OPHI funding allocations are provided on a ‘use it or lose it’ basis, therefore, funds that are not committed by the required timelines may be reallocated to other Service Manager areas. To mitigate any potential risks, the DNSSAB will closely monitor expenditures and commitments throughout the reporting year and will shift funding to other components as permitted to ensure that the funds are expensed or committed by the program deadlines.

**OPTIONS AND/OR RECOMMENDATIONS**

Table 2 below outlines the breakdown of the COCHI and OPHI program components for the 2025-26 fiscal year.

**Table 2- 2025-26 Fiscal Year Component Allocations for COCHI and OPHI.**

COCHI		2025-26
Annual Allocation		\$1,590,700.00
New Build		\$789,653.60
Repair		\$0.00
Rent Supplement		\$415,105.40
Transitional Operating Funding		\$306,406.00
Administration		\$79,535.00
<b>TOTAL ALLOCATED</b>		<b>\$1,590,700.00</b>
OPHI		2025-26
Annual Allocation		\$446,600.00
Rental Housing		\$0.00
Homeownership		\$0.00
Ontario Renovates		\$291,940.00
Rent Supplement		\$0.00
Housing Allowance – Direct Delivery		\$110,000.00
Housing Support Services		\$22,330.00
Administration		\$22,330.00
<b>TOTAL ALLOCATED</b>		<b>\$446,600.00</b>

Capital Components:

- \$789,653.60 will be allocated to the COCHI New Build component targeting the acquisition, rehabilitation, and creation of affordable housing in the District. The guidelines require that this funding be targeted at existing community housing providers with an interest in expanding their portfolio. This commitment conforms to the District’s 10-Year Housing and Homelessness Plan by providing additional funding to sustain the social housing portfolio. The commitment also conforms to the recent District of

Nipissing Housing Needs and Supply Study by increasing the provision of purpose built rental and affordable housing options across Nipissing (Page 27).

- Please note: If the funds cannot be committed under COCHI New Build before the specified deadline, they will be reallocated to COCHI Repair, as commitments for community housing repairs can be made quickly.
- \$291,940.00 is planned under the OPHI Ontario Renovates component to fund the development of six additional dwelling units under the Additional Dwelling Unit Program. This commitment conforms to the District's 10-Year Housing and Homelessness Plan by providing additional funding to sustain the social housing portfolio. The commitment also conforms to the recent District of Nipissing Housing Needs and Supply Study by expanding the programming for the creation of additional dwelling units (Page 41).

#### Operating Components:

- \$415,105.40 will be allocated to COCHI Rent Supplements specifically targeting expired Urban Native Housing units. The use of COCHI Rent Supplements assists in meeting Service Level Standards while ensuring no net loss in Urban Native Housing units, as required by the COCHI guidelines. The allocation has continued to increase over the years as more Urban Native Housing units expire. By the end of the 2025-26 fiscal year, 85% of the District's Urban Native Housing portfolio will have expired. This commitment aligns with the District's 10-Year Housing and Homelessness Plan by providing rental subsidy programs and maintaining Nipissing's service level standards in social housing. This commitment also aligns with the District of Nipissing Housing Needs and Supply Study by collaborating with Indigenous organizations to deliver culturally appropriate housing that meets the unique needs of First Nations, Métis, and Inuit peoples living in urban environments (Page 37).
- \$306,406.00 will be allocated to COCHI Transitional Operating Funding to assist Urban Native Housing providers with expired operating agreements with transitional operating subsidy as they transition to their new Rent Supplement Agreements. Funding will also be allocated for consulting fees to support the remediation plans for 122 Massey Drive, North Bay, which is owned and operated by PHARA. This commitment conforms to the District's 10-Year Housing and Homelessness Plan by providing additional funding to sustain the social housing portfolio. This commitment also aligns with the District of Nipissing Housing Needs and Supply Study by collaborating with Indigenous organizations to deliver culturally appropriate housing that meets the unique needs of First Nations, Métis, and Inuit peoples living in urban environments (Page 37).
- \$110,000.00 will be allocated to the Housing Allowance component. The planned allocation will ensure that the current grouping of Housing Allowance recipients will continue to receive the benefit during the 2025-26 fiscal year. This program provides financial support to households while they wait for Rent-Geared-to-Income (RGI) assistance through the Centralized Waiting List. This commitment aligns with the District's 10-Year Housing and Homelessness Plan by providing additional funding for

rental subsidy programs. The commitment also conforms to the recent District of Nipissing Housing Needs and Supply Study by increasing/maintaining the provision of affordable housing options across Nipissing (Page 27).

- The Investment Plan also continues to allocate the maximum 5% of the OPHI allocation towards Housing Support Services to provide support services to tenants in social housing projects. The commitment aligns with the District's 10-Year Housing and Homelessness Plan by providing additional funding for community housing workers who are available to provide advocacy and support services to tenants. The commitment also conforms to the recent District of Nipissing Housing Needs and Supply Study by creating a better coordinated system of housing supports that helps tenants maintain their housing (Page 43).
- Finally, a maximum of 5% under COCHI and OPHI will be allocated for administration fees. This will ensure that the program components are delivered efficiently and effectively while maintaining program deadlines and reporting requirements.

## NEXT STEPS

- The Board Resolution will be submitted to MMAH.
- DNSSAB Housing Services will deliver the program components as set out in this report and will monitor expenditures and commitments to ensure that the program deadlines are met.

## RESOURCES CITED

[Housing Needs and Supply Study](#). (2024). District of Nipissing Social Services Administration Board.

**AUTHOR:** Stacey Cyopeck, Director of Housing Services

## BOARD REPORT #HS-2025-032

FOR INFORMATION      or       FOR APPROVAL

**Date:** September 24, 2025

**Purpose:** Urgent Priority Status Policy Update

**Department Head:** Stacey Cyopeck, Director of Housing Services

**Approver:** Melanie Shaye, Chief Administrative Officer

### RECOMMENDATION

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the update to the Urgent Priority Status Policy as per report #HS-2025-032.

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

**Maximize Impact**
 **Remove Barriers**
 **Seamless Access**
 **Learn & Grow**

**Maximize Impact** – The Urgent Priority Status Policy update will allow current social housing tenants receiving an N13 Notice to be prioritized on the centralized waitlist.

**Remove Barriers** – The Urgent Priority Status Policy update will prevent the risk of homelessness by ensuring households are prioritized on the waitlist.

**Seamless Access** – The Urgent Priority Status Policy update will allow individuals to secure an alternative affordable housing unit, preventing homelessness.

### BACKGROUND

Under *O. Reg. 367/11, s. 52* of the Housing Services Act, 2011, Service Managers have the authority to develop a local rule to set priorities for the selection of Households for vacant units.

A policy on Urgent Priority Status (UPS) was issued February 12, 2014, which allowed for a Household to be considered to have Urgent Priority Status under the following criteria:

- 1) A person(s) whose accommodation has been condemned by the municipality or the fire department, resulting in the unit being lost permanently to the housing market; *or*
- 2) A person(s) whose accommodation has recently been destroyed by fire, flood or natural disaster and currently have no place to live.

The current UPS policy does not address situations where social housing provider units require substantial repairs that would prevent tenants from remaining in the unit or building during renovations or rehabilitation, or when the social housing provider has received a municipal order to repair the building or unit due to safety issues.

### **FINANCIAL AND RISK CONSIDERATIONS**

An N13 in Ontario is a Landlord and Tenant Board notice to end a tenancy because the landlord plans to demolish the rental unit, carry out major renovations requiring the unit to be vacant, or convert it for non-residential use. The amended UPS policy will be more inclusive and ensures that tenants in social housing are not further negatively impacted by receiving an N13.

In the absence of an update to the current policy, tenants receiving an N13 notice would need to reapply to the centralized waitlist, potentially waiting a significant amount of time to secure new housing. These tenants previously waited on the list prior to obtaining their current housing. While waiting on the centralized waiting list, tenants may not have an alternative option, which could put them at risk of homelessness, as their chances of securing another affordable unit without the opportunity to be designated Urgent Priority Status is very slim.

### **OPTIONS AND/OR RECOMMENDATIONS**

Housing Services recommends that the eligibility for UPS be expanded to include social housing tenants that have been issued an N13 notice. Each N13 notice UPS application will be thoroughly reviewed by the DNSSAB in conjunction with information from the social housing provider who issued the notice.

Including tenants who have received an N13 notice would provide them with additional social housing options that could be accessed in a shorter timeframe. Many of these tenants may have previously spent significant time on the waitlist for a rent-geared-to-income unit. Under the current policy, tenants are required to return to the bottom of the waitlist, which may result in lengthy wait times for housing again.

## NEXT STEPS

- Expand the policy to include tenants who have been issued an N13 notice.
- Send the revised policy to social housing providers.
- Implement and monitor the policy changes.

## RESOURCES CITED

N/A

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