



**MINUTES**  
**of the November 28, 2013**  
**MANITOULIN-SUDBURY DSB BOARD MEETING**  
held in Espanola's 210 Mead Blvd. DSB Boardroom

**Present:** Lou Addison, André Byham, Sonja Flynn, Les Gamble, Dennis Golden, David Leonard, Derek Stephens, Paul Moffatt, Edgar Lovelace, Jack McMillan, Bruce Killah, Mike Lehoux, Denis Turcot

**Regrets :** Shawnda Martin-Cross

**Staff:** Fern Dominelli, Donna Moroso, Connie Morphet, Melody Ouellette, Michael MacIsaac, Ehren Baldauf Human Resources Consultant

**Media:** Dawn Lalonde, Mid-North Monitor  
Alicia McCutcheon, Manitoulin Expositor

**1.0 CALL TO ORDER**

Chair, Les Gamble, called the meeting to order at 10:00 a.m.

**2.0 ADOPTION OF AGENDA**

**Resolution No. 13-93**

**Moved by:** André Byham

**Seconded by:** Lou Addison

BE IT RESOLVED THAT the agenda be adopted.

**Carried**

**3.0 DECLARATIONS OF CONFLICT OF INTEREST**

There were no declarations of conflict of interest.

**4.0 Closed Session**

**Resolution 13-94**

**Moved by:** Sonja Flynn

**Seconded by:** David Leonard

BE IT RESOLVED THAT the Board move into closed session at 10:00 a.m.

**Carried**

**Resolution 13-95**

**Moved by:** Derek Stephens

**Seconded by:** Paul Moffatt

BE IT RESOLVED THAT the Board adjourn this closed session at 10:50 a.m.

**Carried**

**5.0 Business Arising from Closed Session**

During its Closed Session, the Board discussed Property and Human Resources issues.

**6.0 Minutes**

**6.1 Adoption of Minutes for October 24, 2013**

**Resolution No. 13-96**

**Moved by:** David Leonard

**Seconded by:** Lou Addison

BE IT RESOLVED THAT the Minutes of the [October 24, 2013](#) Board meeting be approved.

**Carried**

**6.2 Business Arising from Minutes**

There was no business arising from the Minutes.

**7.0 Committee Reports**

**7.1 Human Resources Committee**

**7.1.1 Retirement Recognition Policy**

The Manitoulin-Sudbury DSB is looking to establish a policy to recognize staff as they retire from the organization.

Bruce Killah, Chair of the Human Resources Committee, asked Fern Dominelli, CAO, to walk the board through the new Retirement Recognition Policy.

Fern Dominelli, CAO, is requesting that the board approve the new Human Resources Policy C.4.14 Retirement Recognition which would allow the DSB to purchase a gift of recognition for service to the DSB for retiring staff.

**Resolution No. 13-97**

**Moved by:** Bruce Killah

**Seconded by:** Jack McMillan

WHEREAS staff have presented the Human Resources Committee with a new Human Resources Policy C.4.14 Retirement Recognition; and

WHEREAS the Human Resources Committee has reviewed the Human Resources Policy C.4.14 Retirement Recognition and is recommending that the Board approve this policy.

THEREFORE BE IT RESOLVED THAT the Manitoulin-Sudbury District Services Board accepts the Human Resources Committee recommendation and approves the new Human Resources Policy C.4.14 Retirement Recognition effective Dec 1, 2013.

**Carried**

**7.1.2 Non-Union Compensation**

The Board has approved the 2014 Budget which included a 2% increase to the salary scales of the Board's non-bargaining unit employees.

At this time the Human Resources Committee is recommending the implementation of the 2% salary increase effective January 1, 2014 as approved in the 2014 budget.

**Resolution No. 13-98**

**Moved by:** Bruce Killah

**Seconded by:** Mike Lehoux

WHEREAS the Board has approved the 2014 Budget which included a 2% increase to the salary scales of the Board's non-bargaining unit employees; and

WHEREAS the Human Resources Committee is recommending the implementation of the 2% salary increase effective January 1, 2014.

THEREFORE BE IT RESOLVED THAT the Board accepts the Human Resources Committee recommendation that salary scales of the Board's non-bargaining unit personnel be increased by 2% effective as of January 1, 2014.

**Carried**

**7.2 Program Planning Committee**

**7.2.1 Affordable Housing Policy**

The Manitoulin-Sudbury DSB is looking to establish an Affordable Housing Policy that is based on 80% of the average market rent for a community.

Lou Addison, Chair of the Program Planning Committee, asked Donna Moroso, Director of Integrated Social Services, to walk the board through the [Affordable Housing Issue Report](#).

The Manitoulin-Sudbury DSB directly operates and manages 288 social housing units within the DSB catchment area. Under the current operating agreements with the province, the DSB must provide rent geared to income housing in these properties.

Rent Geared to Income (RGI) buildings are not revenue neutral, and typically result in an annual deficit. As the End of Operating Agreements (EOA) occurs, and mortgages are concluded, the Manitoulin-Sudbury DSB needs to review how we can effectively meet the needs in our communities, while limiting the financial liability.

The Manitoulin-Sudbury DSB will establish an Affordable Housing rent policy that is based on 80% of the average market rent for a community. The DSB will determine the average market rent by community based on several factors, which include local rental market conditions, the annual Canada Mortgage and Housing Rental Market Survey and the allowable rents under the Affordable Housing Program as established by Ministry of Municipal Affairs and Housing (MMAH). The average market rents will be reviewed and updated on an annual basis as required.

The Manitoulin-Sudbury DSB proposes to convert eligible social housing buildings that are currently operating as RGI to affordable rent buildings in full or in part. Great care will be taken to ensure that service level standards as required by MMAH are maintained. These standards are currently being exceeded with the adoption of the Direct Shelter Subsidy Program.

The Town of Gore Bay currently has 3 housing properties. One senior non-profit and 2 DSB operated RGI properties. In Gore Bay the current waiting list has 35 applicants, of which 30 are seniors. These applicants can be serviced by the non-profit and the DSB building on Water Street. The analysis of the portfolio shows that the building known as Woods Lane (66 Meredith Street) is a logical choice to convert to affordable rents.

As an RGI building Woods Lane incurs a net loss of \$12,048 annually (rent revenue \$26,162 – operating costs/maintenance costs/capital costs \$38,210). If moved to an affordable rent building the net gain would be \$18,910 annually (rent revenue \$57,120 – operating costs/maintenance costs/capital costs \$38,210).

Hence, it would be beneficial and responsible to consider the Woods Lane property for conversion to affordable rents rather than RGI based on this analysis. This would ensure continuation of supplement to the operational dollars required to maintain the building more efficiently. Also for consideration is that this building is one of the first to have its mortgage expire, which will of course

eliminate the Federal Government subsidies received for this building which currently are inadequate.

No current tenancies will be affected by this change. Using the attrition method, vacant units will be filled with residents paying an affordable rent for the designated building as vacancies occur. Current waiting applicants will be provided with the choice to remain on the waiting list for affordable rents, or choose another location of their choice. Any new applicants for a designated building will be considered waiting for affordable housing rental units.

Staff are recommending that effective January 1, 2014, the Manitoulin-Sudbury DSB converts the Woods Lane apartments in Gore Bay to affordable housing designation and that the Board approve the Social Housing Policy [2.6 Affordable Housing](#) effective January 1, 2014.

**Resolution No. 13-99**

**Moved by:** Lou Addison

**Seconded by:** Dennis Golden

WHEREAS the Manitoulin-Sudbury DSB [10-Year Housing & Homelessness Plan](#) has clearly identified the need for affordable housing within the DSB jurisdiction; and

WHEREAS staff are recommending the transition to Affordable Housing as the End of Operating Agreements approaches and a transition to Affordable Housing will reduce costs while maintaining service level standards as dictated by provincial legislation; and

WHEREAS the Program Planning Committee has reviewed the Affordable Housing Policy – Issue Report and is recommending approval to the Board.

WHEREAS the Program Planning Committee has reviewed the Policy 2.6 Affordable Housing and is recommending approval to the Board.

THEREFORE BE IT RESOLVED THAT the Manitoulin-Sudbury DSB approves the [Affordable Housing Policy – Issue Report](#) and directs staff to implement the recommendations within the report; and

FURTHER BE IT RESOLVED THAT the Board approves Policy [2.6 Affordable Housing](#) effective January 1, 2014.

FURTHER BE IT RESOLVED THAT the Board approves the transition of Woods Lane Apartments in Gore Bay to Affordable Housing Designation effective January 1, 2014.

**Carried**

### 7.2.2 Seniors Special Priority

The Manitoulin-Sudbury DSB recognizes that the seniors' population is growing and the demand for senior only housing is increasing.

By endorsing seniors as a priority group, it will facilitate in assisting our seniors to better access affordable housing in our communities and allow them to remain in the community.

Lou Addison, Chair of the Program Planning Committee, asked Donna Moroso, Director of Integrated Services, to walk the Board through the [Seniors Special Priority - Issue Report](#).

The Housing Services Act states that Service Managers may establish local priority rules. It should be noted that these local priorities do not supersede Special Priority at any time.

Currently the Manitoulin-Sudbury DSB recognizes victims of family violence as a priority group on the waiting list (SPP), and will continue to do so. All other applicants are listed in order of chronological date.

Based on an analysis of the DSB buildings and the waiting list it is clear that our seniors are showing a high need for housing within our municipalities. Therefore, the DSB recommends the Board endorse a local rule to recognize senior (65+) as a priority group when in receipt of an eligible application for rent-geared-to-income housing.

In October 2013 the DSB converted two buildings seniors only. This policy puts seniors on the waiting list as a priority on all waiting lists regardless of senior designation of the building.

The CAO also mentioned to the board the possibility of making DSB Social Housing buildings smoke-free. The DSB will conduct a tenant survey and determine the best way to convert buildings to smoke-free environments.

#### **Resolution No. 13-100**

**Moved by:** Lou Addison

**Seconded by:** Bruce Killah

WHEREAS the Manitoulin-Sudbury DSB [10-Year Housing & Homelessness Plan](#) has clearly identified the need for senior housing within the DSB jurisdiction; and

WHEREAS the Ministry of Municipal Affairs and Housing recognized the need for new approaches to the system selecting households on the waiting list; and

WHEREAS the Housing Services Act states that Service Managers may establish local priority rules; and

WHEREAS the Program Planning Committee has reviewed the Special Priority Seniors Issue Report and the revised Special Priority Policy and is recommending approval to the Board.

THEREFORE BE IT RESOLVED THAT the Manitoulin-Sudbury DSB approves the [Special Priority Seniors - Issue Report](#) and directs staff to implement the recommendations within the report; and

FURTHER BE IT RESOLVED THAT the Board approves [3.2 Special Priority Policy](#) effective January 1, 2014.

**Carried**

### **7.2.3 Ontario Works Policy Revisions**

Lou Addison, Chair of the Program Planning Committee, asked Donna Moroso, Director of Integrated Social Services, to walk the Board through the revisions to Ontario Works [Policy 2.6 Participation Requirements Overview](#) and Ontario Works [Policy 7A.10 Employment Benefits](#).

In order to support better employment outcomes for adults receiving Ontario Works and dependent adults and non-disabled spouses in Ontario Disability Support Program benefit units, the Ministry of Community and Social Services (MCSS) is making improvements that are designed to strengthen participation in employment assistance.

MCSS has made revisions to Ontario Works Directives to clarify that applying to ODSP, in and of itself, is not a reason for a deferral or a restriction from Ontario Works participation requirements. As a result of the revision of the Ontario Works Directives, the Manitoulin-Sudbury DSB Policies 2.6 - Participation Requirements and 7A.10 - Overview Employment Benefits needed to be amended to reflect the same language.

#### **Resolution No. 13-101**

**Moved by:** Lou Addison

**Seconded by:** Ted Lovelace

WHEREAS the Program Planning Committee has reviewed the revised Ontario Works Policy 2.6 Participation Requirements Overview and the revised Ontario Works Policy 7A.10 Employment Benefits and has recommended that the Board approve these policies.

THEREFORE BE IT RESOLVED THAT the Manitoulin-Sudbury District Services Board approves the Ontario Works [Policy 2.6 Participation Requirements Overview](#) and the revised Ontario Works Policy [7A.10 Employment Benefits](#) contained within the Ontario Works Policy Manual effective December 1, 2013.

**Carried**

### 7.2.4 Employment Ontario Site-Compliance Evaluation

Every year, the Ministry of Training, Colleges and Universities meet with staff to complete a site evaluation on the Employment Ontario Program – Sudbury North Region.

Lou Addison, Chair of the Program Planning Committee, asked Donna Moroso, Director of Integrated Social Services, to walk the board through the Compliance Evaluation of the Employment Ontario, Chapleau Site.

Most of the Key Observations and Recommendations made by the Ministry were minor in nature. Our service provider response involves creating a few internal processes (i.e. termination checklists) to ensure that these site observations do not appear on our next site evaluation.

### 7.2.5 Manitoulin-Sudbury Best Start Network Report

[The Early Development Instrument \(EDI\)](#) is a questionnaire that measures young children's readiness to learn. In partnership with school boards, the questionnaire is filled out by senior kindergarten teachers for each child.

Lou Addison, Program Planning Chair, asked Donna Moroso, Director of Integrated Social Services, walked the board through the EDI results.

The EDI breaks their results down into 5 domains:

- Physical Health and Well-Being
- Social Competence
- Emotional Maturity
- Language and Cognitive Development
- Communication Skills and General Knowledge

In Manitoulin-Sudbury the percentage of children that were vulnerable in at least one domain was 34.4% in 2011, this is an increase from 29.1% in 2005. This is higher than the province as a whole which is 28%.

In 2011, 10.7% of children in Manitoulin-Sudbury were considered vulnerable in at least two domains. This is considered stable when compared to a vulnerability of 9.9% in 2005. This is lower than the province as a whole which is 13.9%.

The Manitoulin-Sudbury Best Start Network uses the EDI results to plan programming for children across the four Best Start Hubs in the Manitoulin-Sudbury area.



### 7.2.6 Balanced Emergency Coverage Update

Lou Addison, Program Planning Chair, asked Mike Maclsaac, Chief of EMS, to walk the board through the [Balanced Emergency Coverage Update](#).

A full review of the EMS deployment plan early in 2013 resulted in a new deployment model to better service our communities. This report was created to provide the results to date of the change and to review how the new plan is working. Great care was taken to review each call to calculate statistics to show whether the new plan is effective for the patients and communities.

A [PowerPoint presentation](#) detailed the statistics so the board could visualize the results. The old deployment model was compared to the new deployment model. This was accomplished by using what is currently called a standby where the crew stays at their home base as opposed to the old model when the crew would have left their home base to move to a standby location. The Central Ambulance Communication Centre (CACC) has been tracking these as standbys even though an ambulance no longer physically moves, this allows for a very clear vision of how the new plan is working.

It was explained that favourable standbys mean the ambulance was closer to the call received. The idea of leaving ambulances at their bases is not based on population but based where the calls were historically received (call volume). This allows the service more of a chance to meet the response time standards, since the ambulances are staying where the call volume is higher. This will be monitored continually and modified accordingly. It was noted that the Field Superintendents have the authority to move an ambulance if the situation warrants.

#### **Resolution No. 13-102**

**Moved by:** Lou Addison

**Seconded by:** Sonja Flynn

WHEREAS the DSB Program Planning Committee has reviewed the Balanced Emergency Coverage Update - Issue Report and is recommending approval of this report to the Board.

THEREFORE BE IT RESOLVED THAT the Manitoulin-Sudbury DSB approves the [Balanced Emergency Coverage Update - Issue Report](#) and directs staff to action the recommendations contained within the report.

**Carried**

### 7.2.7 NELHIN Pilot Project Final Report

Lou Addison, Program Planning Chair, asked Mike Maclsaac, Chief of EMS, to walk the board through the [NELHIN Pilot Project Final Report](#).

This pilot project is still operating and a business case has been submitted to the NE LHIN for an extension to March 31, 2014. This report was written so anyone who would like information on the project, would have access to information on all aspects of the project.

The final results were measured on four objectives under the NE LHIN Expression of Interest, in addition a fifth measurement Economic Efficiency was added by staff

### **1. Timely services**

Over the 6 month Pilot Project the Patient Transfer Service (PTS) was early or on time to patient appointments 126 times. Considering the unpredictable nature of medical necessity, the PTS was not on time to patient appointments 114 times.

The average time late for an appointment is 26 minutes however the average notice lead time for the late appointment arrivals was 1 hour and 25 minutes.

Patient and Hospital Staff Surveys make up a lot of information on this project. Questions regarding timeliness were asked for a human perspective. For hospital staff 177 responses to questions regarding timeliness out of 179 agreed or strongly agreed with being timely. For patients 100% agreed the service was timely.

Given the proper opportunity, this service is quantifiably on time in responding to the needs of the patients.

### **2. Improve client experiences with non-urgent transfers/from Acute Care Facilities, or to/from hospitals and LTCH's.**

Results derived entirely from hospital and patient experience as detailed through the surveys we find the following.

From a hospital staff perspective their experiences with the patient transportation service have met or exceeded their expectations in many cases. Their experience is overall a good one. The one area where the experience could be better is in the actual ride of the means of transportation.

Over 92% of patients strongly agree or agree with the statement that their "overall transfer was a pleasant experience". Additionally, many of the other areas were again met with strong approval. The biggest and only real concern revolves around the ride quality of the vehicles that they are being transported in.

### **3. Decrease pressures in Emergency Departments and Inpatient Units related to patients awaiting timely transfer**

Under the alternative model of non-urgent transportation patients are being moved in a more effective and consistent manner. Appointment times are being met on a more regular basis as proven above, and there is a level of certainty around the arrival of the transporting unit. When arrangements occur as planned from a sending facility perspective pressures within all departments are lessened.

One noted factor along with the obvious decrease in non-urgent EMS activity is the overall 10% decrease in urgent EMS patient transportation between medical facilities. This suggests it can be reasoned that a timely response to a non-urgent patient lessens the chance that the same patient may evolve into an urgent patient should they not have received the timely care when originally needed. Providing a timely and responsive service has a positive effect on patient health and wellbeing.

### **4. Ensure sustainable EMS in all communities**

The development of an alternative model of non-urgent patient transportation has allowed EMS Ambulances to remain in their communities a far greater amount of time than before.

The PTS has performed 472 patient transfers resulting in 1,218 hours moving patients. That is 472 times and 1,218 hours where an ambulance was not removed from their community.

Also noted is that the overall transfer volume has gone up over the course of the year. There were 857 non-urgent patients transported in 2013 by both services as compared to 763 moved in 2012 during the same period.

A review of the CTAS 1 section of the response time performance plan reveals that in 2012 we had 14 calls fall under that criteria. EMS made it to the patient within 8 minutes 29% of the time.

In 2013 we had 20 calls (increase of 43%) where the patient return was CTAS 1. EMS made it to the patient within 8 minutes 37% of the time (improvement of 28%).

Despite the increase in number of calls falling within this criteria EMS was able to perform better. At least part responsibility must be given to the fact that EMS is remaining in their communities as opposed to performing non-urgent transfers outside of their area over long periods of time.

## 5. Economic Efficiency

The fifth area of measurement we felt should be included is economic efficiency. Private MTS charges from \$100-\$150/hour often with a daily minimum commitment. Over the six months the ongoing hourly rate is \$56.43/hr. If you factor in start-up costs and the amount becomes \$81.38. The total budget for this project was \$184,091 and the total spent was \$160,154 for a surplus of \$23,937 (13%).

### **Resolution No. 13-103**

**Moved by:** Lou Addison

**Seconded by:** Ted Lovelace

WHEREAS the Program Planning Committee has reviewed the NELHIN Pilot Project Final Report and is recommending approval of this report to the Board.

THEREFORE BE IT RESOLVED THAT the Manitoulin-Sudbury District Services Board approves the [NELHIN Pilot Project Final Report](#) and;

FURTHER BE IT RESOLVED THAT the report be shared with the Minister of Health & Long Term Care, North East Local Health Integration Network, Manitoulin Health Centre and the Espanola Regional Hospital & Health Centre.

**Carried**

## 8.0 New Business

### 8.1 CAO Third Quarter Activity Report

Fern Dominelli, CAO, walked the Board through the Third Quarter Activity Report.

The CAO Third Quarter Activity Report is sent out to all municipalities in the hopes they will add it to their agendas.

### **Resolution No. 13-104**

**Moved by:** Mike Lehoux

**Seconded by:** Dennis Golden

BE IT RESOLVED THAT the [2013 CAO Third Quarter Activity Report](#) be approved.

**Carried**

## 8.2 Third Quarter Unaudited Financial Report

Connie Morphet, Director of Finance, walked the Board through the Third Quarter Unaudited Financial Report.

### Resolution No. 13-105

**Moved by:** Bruce Killah

**Seconded by:** André Byham

BE IT RESOLVED THAT the [2013 Third Quarter Unaudited Financial Report](#) be approved as presented.

**Carried**

## 8.3 Federation of Canadian Municipalities (FCM)

Fern Dominelli, CAO, discussed the FCM's Fixing Canada's Housing Crunch Campaign.

### Resolution No. 13-106

**Moved by:** Dennis Golden

**Seconded by:** André Byham

WHEREAS, a stable and secure housing system that creates and maintains jobs and allows for a range of living options is essential to attracting new workers, meeting the needs of young families and supporting seniors and our most vulnerable citizens; and

WHEREAS the high cost of housing is the most urgent financial issue facing Canadians with one in four people paying more than they can afford for housing, and mortgage debt held by Canadians now standing at just over \$1.1 trillion; and

WHEREAS housing costs and, as the Bank of Canada notes, household debt, are undermining Canadians' personal financial security, while putting our national economy at risk; and

WHEREAS those who cannot afford to purchase a home rely on the short supply of rental units, which is driving up rental costs and making it hard to house workers in regions experiencing strong economic activity; and

WHEREAS an inadequate supply of subsidized housing for those in need is pushing some of the most vulnerable Canadians on to the street, while \$1.7 billion annually in federal investments in social housing have begun to expire; and

WHEREAS the stakes are especially high for Ontario's municipal governments as housing responsibilities have already been downloaded (unlike other provinces and territories) and this is not sustainable on the property tax base; and

WHEREAS, the Federation of Canadian Municipalities (FCM) has launched a housing campaign, "Fixing Canada's Housing Crunch," calling on the federal government to increase housing options for Canadians and to work with all orders of government to develop a long-term plan for Canada's housing future; and

WHEREAS FCM has asked its member municipalities to pass a council resolution supporting the campaign; and

WHEREAS, our community has continuing housing needs, as detailed in the [10-Year Housing and Homelessness Plan](#), that can only be met through the kind of long-term planning and investment made possible by federal leadership;

THEREFORE BE IT RESOLVED that Manitoulin-Sudbury DSB endorses the Federation of Canadian Municipalities housing campaign and urges the Minister of Employment and Social Development to develop a long-term plan for housing that puts core investments on solid ground, increases predictability, protects Canadians from the planned expiry of \$1.7 billion in social housing agreements and ensures a healthy stock of affordable rental housing for Canadians; and

BE IT FURTHER RESOLVED that a copy of this resolution be sent to the Honourable Jason Kenney, Minister of Employment and Social Development, to Honourable Linda Jeffrey, Minister of Municipal Affairs and Housing, Michael Mantha, MPP Algoma-Manitoulin, Carol Hughes, MP Algoma-Manitoulin-Kapuskasing, Federation of Canadian Municipalities and Association of Municipalities of Ontario.

**Carried**

## **9.0 Other Business – Ontario Municipal Partnership Fund (OMPF)**

Staff reviewed the 2014 OMPF allocations for the Municipalities within the Manitoulin-Sudbury DSB jurisdiction.

The spreadsheet that was distributed refers to the provincial uploads as of 2014. The difference from 2014 to 2013 is estimated to be \$205,500, but two municipalities did not submit their Financial Information Returns (FIR) for 2012 and therefore the OMPF is not available.

The 2014 upload as listed in the Manitoulin-Sudbury DSB 2014 Budget is \$123,394, which suggests a variance of \$82,106 when compared to OMPF.

Manitoulin-Sudbury DSB is unable to calculate the savings that the province has reported, and cannot at this time confirm what factors go into their calculation.

## **10.0 Next Meeting – January 23<sup>rd</sup>, 2014**

11.0 Adjournment

**Resolution 13-107**

**Moved by:** Mike Lehoux

**Seconded by:** David Leonard

BE IT RESOLVED THAT we do now adjourn at 12:25 p.m. until the next regular meeting to be held, in the DSB's Espanola Mead Boulevard Board Room on January 23, 2014.

**Carried**

  
\_\_\_\_\_  
Chair

  
\_\_\_\_\_  
CAO (Secretary-Treasurer  
of the Corporation)