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# Introduction



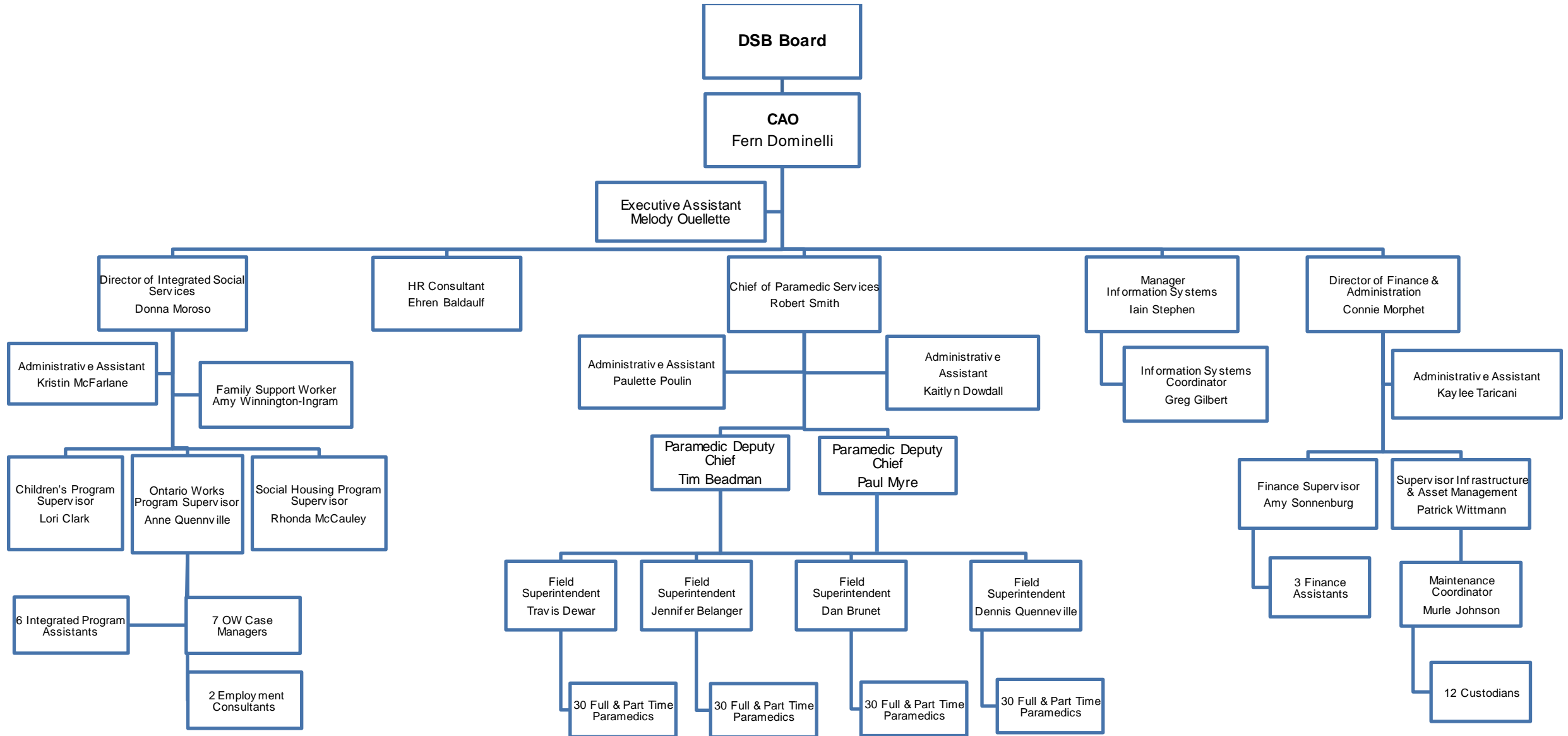
## Board Members

Name & Email Address	Contact Information	Area Represented
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<p>Les Gamble  <a href="mailto:lgamble@msdsb.net">lgamble@msdsb.net</a></p> <p>Vern Gorham  <a href="mailto:vgorham@msdsb.net">vgorham@msdsb.net</a></p>	<p>See above</p> <p>Mayor, Township of Baldwin            11 Spooner Street            McKerrow ON P0P 1M0            Tel: (705)869-0225</p>	<p>Area #2</p> <p>Township of Baldwin</p> <p>Township of Nairn-Hyman</p> <p>Township of Sables-Spanish Rivers</p>
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Name & Email Address	Contact Information	Area Represented
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Conseil des Services du District de  
**Manitoulin-Sudbury**  
District Services Board





# SERVICE AREA



## **CONSOLIDATED MUNICIPAL SERVICES MANAGERS AND AREAS SERVED**

Consolidated Municipal Services Managers (CMSMs) in Southern Ontario provide a similar range of programs and services and also provide land ambulance and public health services with the approval of the Minister of Health.

The role of the delivery agent in the provision of social services has progressed over time. The Local Services Realignment announced by the government in January 1997, outlined new directions for the delivery of social assistance, child care and social housing. These changes have created the opportunity to implement a more integrated system of social and community health services under municipal leadership.

An integrated system is one in which policies; programs and services are coordinated and complementary and serve common goals that address the well being of individuals, families and communities.

Consolidation of municipal service management has resulted in the management of the delivery of social assistance, child care, and social housing by 36 municipalities in Southern Ontario and by 10 District Social Services Administration Boards as well as the Regional Municipality of Sudbury in Northern Ontario.

Authority to require consolidation of municipal service management is provided by the *Services Improvement Act* and the *Social Assistance Reform Act*.

In Northern Ontario, ten District Social Services Administration Boards (DSSABs) and the Regional Municipality of Sudbury were approved as CMSMs. DSSABs are responsible for serving both municipalities and territories without municipal organization.

The nine southern Ontario regional municipalities plus the City of Toronto are, by legislation, boards of health for their region, as well as CMSMs.

*[Please refer to attached chart outlining Consolidated Municipal Service Managers - Ontario Works, Child Care and Social Housing -- area served in Southern and Northern Ontario]*

## Consolidated Municipal Service Managers Ontario Works, Child Care and Social Housing

Service Manager	Area Served
<b>SOUTHERN ONTARIO</b>	
1. Brantford C	Brant CO. Brantford C
2. Bruce CO	Bruce CO
3. Chatham-Kent M	Chatham-Kent M
4. Cornwall C	Cornwall C. Stormont, Dundas & Glengarry CO
5. Dufferin CO	Dufferin CO
6. Durham RM	Durham RM
7. Grey CO	Owen Sound C. Grey CO
8. Haldimand-Norfolk RM	Haldimand-Norfolk RM
9. Halton RM	Halton RM
10. Hamilton-Wentworth RM	Hamilton-Wentworth RM
11. Hastings CO	Belleville C. Quinte West C. Hastings CO
12. Huron CO	Huron CO
13. Kingston C	Kingston C. Frontenac CO
14. Lambton CO	Lambton Co
15. Lanark CO	Smith Falls ST. Lanark CO
16. Leeds & Grenville CO	Brockville C. Gananoque ST, Prescott ST, Leeds & Grenville CO
17. Lennox & Addington CO	Lennox & Addington CO, Prince Edward CO
18. London C	London C, Middlesex CO
19. Muskoka DM	Muskoka DM
20. Niarara RM	Niagara RM
21. Northumberland CO	Northumberland CO
22. Ottawa-Carlton RM	Ottawa-Carlton RM
23. Oxford CO	Oxford CO
24. Peel RM	Peel RM
25. Peterborough C	Peterborough C, Peterborough CO
26. Prescott & Russell CO	Prescott & Russell CO
27. Renfrew CO	Pembroke C, Renfrew CO
28. Simcoe CO	Barrie C, Orillia C, Simcoe CO
29. Stratford C	Stratford C, St. Mary's ST, Perth CO
30. St. Thomas C	St. Thomas C. Elgin CO
31. Toronto C	Toronto C
32. Victoria CO	Haliburton CO, Victoria CO
33. Waterloo RM	Waterloo Rm
34. Wellington CO	Guelph C. Willington CO
35. Windsor C	Windsor C, Essex CO
36. York RM	York RM
37. Algoma DSSAB	Algoma District, excluding Sault Ste Marie C, Prince TWP and Sault North Planning Board



38.	Cochrane DSSAB	Cochrane District
39.	Kenora DSSAB	Kenora District, excluding areas north of the 11 <sup>th</sup> Baseline
40.	Manitoulin-Sudbury DSSAB	Manitoulin District, Sudbury District
41.	Nipissing DSSAB	Nipissing District
42.	Parry Sound DSSAB	Parry Sound District
43.	Rainy River DSSAB	Rainy River District
44.	Sault Ste Marie DSSAB	Sault Ste Marie C. Prince TWP and Sault North Planning Board
45.	Sudbury RM	Sudbury RM
46.	Thunder Bay DSSAB	Thunder Bay District
47.	Timiskaming DSSAB	Timiskaming District

#### Codes

C	- City
CO	- County
DSSAB	- District Social Services Administration Board
M	- Municipality
RM	- Regional Municipality
ST	- Separated Town

### Designation Under Ontario Works Act, 1997 and Day Nurseries Act

Effective February 1, 1999

- Cochrane DSSAB
- Nipissing DSSAB
- Parry Sound DSSAB
- Timiskaming DSSAB
- Algoma DSSAB
- Sault Ste. Marie DSSAB
- Rainy River DSSAB

Effective April 1, 1999

- Kenora DSSAB
- Manitoulin-Sudbury DSSAB
- Thunder bay DSSAB

The Regional Municipality of Sudbury was also designated on April 1, 1999 and is responsible for the geographic area within the City of Greater Sudbury.



## District Social Services Administration Boards Act

R.S.O. 1990, CHAPTER D.15

**Consolidation Period:** From January 1, 2009 to the [e-Laws currency date](#).

Last amendment: 2006, c. 33, Sched. Z.3, s. 7.

Legislative History: 1997, c. 25, Sched. C, s. 1; 1999, c. 12, Sched. E, s. 3; 2002, c. 17, Sched. F, Table; 2006, c. 33, Sched. Z.3, s. 7.

### Definitions

**1** (1) In this Act,

“board” means a district social services administration board established under section 3; (“conseil d’administration”)

“district” means a geographic area designated under section 2; (“district”)

“Minister” means the Minister of Community and Social Services; (“ministre”)

“regulations” means the regulations made under this Act; (“règlements”)

“social services” means the social services prescribed by the regulations. (“services sociaux”) 1997, c. 25, Sched. C, s. 1 (2); 2002, c. 17, Sched. F, Table.

### Interpretation, conflict with other Acts

(2) If there is a conflict between a provision of this Act or the regulations and a provision in another Act or regulation respecting a social service or if there is duplication in any such provisions, the provision in the other Act or regulation applies unless the regulations under this Act provide otherwise. 1997, c. 25, Sched. C, s. 1 (2).

### Section Amendments with date in force (d/m/y)

1997, c. 25, Sched. C, s. 1 (2) - 01/01/1998

2002, c. 17, Sched. F, Table - 01/01/2003

### Geographic areas

**2** The Lieutenant Governor in Council shall by regulation designate geographic areas as districts for the purposes of this Act. 1997, c. 25, Sched. C, s. 1 (3).

### Section Amendments with date in force (d/m/y)

1997, c. 25, Sched. C, s. 1 (3) - 01/01/1998

### Boards established

**3** (1) The Minister may establish district social services administration boards for the purposes of this Act. 1997, c. 25, Sched. C, s. 1 (4).

(2) REPEALED: 1997, c. 25, Sched. C, s. 1 (4).

### Board is a corporation

(3) A board is a corporation. R.S.O. 1990, c. D.15, s. 3 (3).

### Composition, etc., of board

(4) The composition of each board and the qualifications and term of office of the members thereof shall be as prescribed by the regulations. R.S.O. 1990, c. D.15, s. 3 (4).

### Section Amendments with date in force (d/m/y)

1997, c. 25, Sched. C, s. 1 (4) - 01/01/1998

### Powers and duties of boards

**4** (1) If a board is established for a district,

- (a) the Minister may designate the board as a delivery agent for that district for the purposes of the *Ontario Works Act, 1997*; and
- (b) the board shall exercise any powers, duties and responsibilities in the district relating to other social services given to it under the regulations or under any other Act. 1997, c. 25, Sched. C, s. 1 (5).

**Same**

(2) If a regulation provides that the board shall exercise powers, duties and responsibilities relating to a social service given to the council of a municipality in the district under another Act, all those powers, duties and responsibilities are vested in the board. 1997, c. 25, Sched. C, s. 1 (5).

**Administrator and staff**

(3) Every board shall, with the approval of the Minister, appoint an administrator and any other staff that is necessary. 1997, c. 25, Sched. C, s. 1 (5).

**Section Amendments with date in force (d/m/y)**

1997, c. 25, Sched. C, s. 1 (5) - 01/01/1998

**Payments for social services**

**5** (1) If a board is established for a district,

- (a) any contribution that is payable by Ontario to a municipality in the district for social services that the board delivers shall be paid instead to the board; and
- (b) any contribution that is payable by a municipality in the district to Ontario for social services that the board delivers shall be paid instead by the board. 1997, c. 25, Sched. C, s. 1 (5).

**Liabilities of municipalities**

(2) If a board is established for a district, any liability of a municipality in the district with respect to social services that the board delivers shall be deemed to be a liability of the board rather than of the municipality. 1997, c. 25, Sched. C, s. 1 (5).

**Section Amendments with date in force (d/m/y)**

1997, c. 25, Sched. C, s. 1 (5) - 01/01/1998

**Estimates and apportionment, municipalities**

**6** (1) If a district includes more than one municipality, the board shall, in accordance with the regulations, apportion among the municipalities in the district the amounts required from municipalities in the district to defray the expenditures for social services for that year. 1997, c. 25, Sched. C, s. 1 (5).

**Payment by municipalities**

(2) Each municipality shall pay the amounts required to be provided by it for its share of the costs of social services to the board for its district, on demand. 1997, c. 25, Sched. C, s. 1 (5).

**Penalty**

(3) The board may impose on a municipality the prescribed interest and penalty for non-payment of amounts payable under this section. 1997, c. 25, Sched. C, s. 1 (5).

**Section Amendments with date in force (d/m/y)**

1997, c. 25, Sched. C, s. 1 (5) - 01/01/1998

**Apportionment, municipalities and unorganized territory**

**7** If a district includes municipalities and territory without municipal organization, the board shall, in accordance with the regulations, apportion between the municipalities and the territory without municipal organization the amount that it estimates will be required to defray expenditures for the provision of social services to the residents of the district. 1997, c. 25, Sched. C, s. 1 (5).

**Section Amendments with date in force (d/m/y)**

1997, c. 25, Sched. C, s. 1 (5) - 01/01/1998

**Payment to boards**

**8** (1) The minister responsible for a social service shall pay to each board,

- (a) an amount determined in accordance with the regulations with respect to Ontario's share of the board's costs of delivering social services under this Act; and
- (b) an amount determined in accordance with the regulations for the share apportioned to territory without municipal organization for that board with respect to the costs of social services under this Act. 1997, c. 25, Sched. C, s. 1 (5).

**Collection of amount as taxes**

(2) The amount apportioned to territory without municipal organization in a district to defray expenditures for the provision of social services to the residents of the district may be recovered by the Crown as if the amount was tax imposed under the *Provincial Land Tax Act, 2006*. 1997, c. 25, Sched. C, s. 1 (5); 2006, c. 33, Sched. Z.3, s. 7.

**Section Amendments with date in force (d/m/y)**

1997, c. 25, Sched. C, s. 1 (5) - 01/01/1998

2006, c. 33, Sched. Z.3, s. 7 - 01/01/2009

**Power of board to borrow for current expenditures**

**9** (1) Subject to subsection (2), a board may borrow from time to time by way of a promissory note such sums as the board considers necessary to meet the current expenditures of the board until the current revenue is received. R.S.O. 1990, c. D.15, s. 9 (1).

**Maximum borrowings**

(2) The amount that may be borrowed at any one time for the purpose mentioned in subsection (1) together with the total of any similar borrowings that have not been repaid shall not exceed 25 per cent of the estimated current revenue of the board for the current year. R.S.O. 1990, c. D.15, s. 9 (2).

**Idem**

(3) Until the estimates of the board for the current year under section 6 have been determined, the limitation upon borrowing prescribed in subsection (2) shall be temporarily calculated upon 25 per cent of the estimates for the board determined for the preceding year. R.S.O. 1990, c. D.15, s. 9 (3).

**Provincial grant for first year**

**10** In the first year in which a board is established for a district, the Lieutenant Governor in Council may direct payment to the board of a grant in an amount determined in accordance with the regulations to assist the board to carry out the purposes of this Act during the first year. R.S.O. 1990, c. D.15, s. 10.

**Regulations**

**11** The Lieutenant Governor in Council may make regulations,

- (a) prescribing social services for the purposes of the definition of "social services" in section 1;
- (b) designating districts for the purposes of this Act;
- (b.1) providing the circumstances under which provisions of this Act or the regulations prevail for the purpose of subsection 1 (2) and prescribing the provisions that prevail in each case;
- (c) providing for the division of each district into areas, the appointment of members representing the areas to each board having regard to the proportionate distribution amongst the areas of population, assessment of rateable property and assessment in territories without municipal organization and providing for the further appointment by the Lieutenant Governor in Council of members at large, prescribing the qualifications for appointment and fixing the number of members for each board and the terms of office of members;
- (c.1) respecting the apportionment among municipalities in a district of their share of the costs of social services and, for the purpose, prescribing the municipalities that must share in that apportionment;
- (c.2) respecting the apportionment of the costs of social services in a district between municipalities and territory without municipal organization;
- (c.3) respecting the determination of cost estimates and actual costs and the reconciliation of them and respecting reserves for working funds;
- (c.4) respecting the determination of the amounts Ontario shall pay to boards and boards shall pay to Ontario and the methods of determining those amounts, providing for the manner in which and the intervals at which payments shall

be made, for the suspension or withholding of amounts payable by Ontario or part of them and for making deductions from them;

- (c.5) providing for the recovery by Ontario from a board of any amounts paid by Ontario for which the board is liable and prescribing the circumstances and manner in which any such recovery may be made;
- (d) governing applications for grants under section 10, and the method, time and manner of the payment of the grants;
- (e) prescribing the manner of determining the amount of a grant for a district for the purposes of section 10;
- (f) providing for the appointment of a chair of a board, and fixing the term of office of the chair;
- (g) prescribing the records that shall be kept under this Act and the returns that shall be made to the Minister;
- (h) providing for the dissolution of a board and for the disposition of its assets and liabilities;
- (i) respecting any matter necessary or advisable to carry out effectively the intent and purpose of this Act. R.S.O. 1990, c. D.15, s. 11; 1997, c. 25, Sched. C, s. 1 (6-9); 1999, c. 12, Sched. E, s. 3.

**Section Amendments with date in force (d/m/y)**

1997, c. 25, Sched. C, s. 1 (6, 7) - 01/01/1998; 1997, c. 25, Sched. C, s. 1 (8) - 01/07/1998; 1999, c. 12, Sched. E, s. 3 - 22/12/1999

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Français

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**District Social Services Administration Boards Act**  
**Loi sur les conseils d'administration de district des services sociaux**

**ONTARIO REGULATION 278/98**

**GENERAL**

**Consolidation Period:** From December 11, 2017 to the [e-Laws currency date](#).

Last amendment: 472/17.

Legislative History: 37/99, 112/99, 608/99, 40/00, 620/00, 131/01, 355/02, 422/03, 298/04, 288/05, 501/05, 410/06, 164/07, 123/09, 210/10, 383/10, 462/10, 109/17, 472/17.

*This Regulation is made in English only.*

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**SOCIAL SERVICES PRESCRIBED**

1. (1) For the purpose of the definition of “social services” in subsection 1 (1) of the Act, social services include,
- (a) services with respect to assistance under the *Ontario Works Act, 1997*;
  - (b) services with respect to income support under the *Ontario Disability Support Program Act, 1997*;
  - (c) services set out in subsection 6 (1) of Ontario Regulation 138/15 (Funding, Cost Sharing and Financial Assistance) made under the *Child Care and Early Years Act, 2014*; and
  - (d) REVOKED: O. Reg. 131/01, s. 1 (1).
  - (e) services with respect to benefits under the *Family Benefits Act*. O. Reg. 278/98, s. 1; O. Reg. 131/01, s. 1 (1); O. Reg. 472/17, s. 1.
- (2) Despite Ontario Regulation 131/01, this section, as it read immediately before that regulation came into force, continues to apply to expenditures with respect to provincial social housing costs under the *Social Housing Funding Act, 1997* in respect of billing periods ending before January 1, 2001. O. Reg. 131/01, s. 1 (2).

**GRANTS UNDER SECTION 10 OF THE ACT**

2. The amount of a grant under section 10 of the Act shall be,
- (a) 50 per cent of the board’s reasonable costs of administration during its first year, as estimated by the board and approved by the Director under the *Ontario Works Act, 1997*; and
  - (b) the board’s reasonable start up costs, as estimated by the board and approved by the Director under the *Ontario Works Act, 1997*. O. Reg. 278/98, s. 2.

## DESIGNATION OF DISTRICTS FOR BOARDS AND MEMBERSHIP OF BOARD

3. (1) The district for each of the boards established by the Minister is set out in section 1 of the corresponding Schedule to this Regulation. O. Reg. 278/98, s. 3 (1).

(2) The number of members of each of the boards, the areas that those members represent and the manner of their appointment are set out in section 2 of the corresponding Schedule to this Regulation. O. Reg. 278/98, s. 3 (2).

### QUALIFICATIONS OF MEMBERS

3.1 (1) A member of a board who is not a member at large and who represents one or more municipalities shall be a member of a municipal council. O. Reg. 37/99, s. 1.

(2) A member of a board who is not a member at large and who represents territory without municipal organization shall be a Canadian citizen who is at least 18 years of age and,

- (a) a permanent resident of the territory without municipal organization;
- (b) an owner or tenant of property in the territory without municipal organization; or
- (c) the spouse of an owner or tenant of property in the territory without municipal organization. O. Reg. 37/99, s. 1; O. Reg. 40/00, s. 1 (1); O. Reg. 288/05, s. 1 (1).

(3) A member of a board shall not be an employee of the board. O. Reg. 37/99, s. 1.

(4) In this section,

“spouse” means,

- (a) a spouse as defined in section 1 of the *Family Law Act*, or
- (b) either of two persons who live together in a conjugal relationship outside marriage. O. Reg. 288/05, s. 1 (2).

### TERM OF OFFICE OF MEMBERS

4. (1) A member of a board appointed as a member at large shall hold office for a term not exceeding four years. O. Reg. 278/98, s. 4 (1); O. Reg. 410/06, s. 1 (1).

(2) The term of office of a member of a board who is not a member at large shall commence on January 1 next following the commencement of the term of office of the council that the member represents or January 1 in any subsequent year of the term of office of that council and shall not exceed four years. O. Reg. 278/98, s. 4 (2); O. Reg. 410/06, s. 1 (2).

(2.1) Despite subsection (2), if there is a vacancy created by an increase to the number of members of the Board who are not members at large, the term of office of the member filling the vacancy may commence at any time. O. Reg. 109/17 s. 1.

(3) A member of a board may be re-appointed when his or her term ends. O. Reg. 278/98, s. 4 (3).

(4) If a member who was appointed by one or more municipalities becomes ineligible to hold office as a board member, fails to attend three consecutive board meetings without the board’s authorization, resigns or dies before the end of his or her term, the council or councils that appointed the member shall appoint a new member to serve for the remainder of the term. O. Reg. 37/99, s. 2.

(5) If a member of a board represents an area set out in the Schedule for that board that is comprised of territory without municipal organization and that member becomes ineligible to hold office as a board member, fails to attend three consecutive board meetings without the board’s authorization, resigns or dies before the end of his or her term, the board shall appoint a new member to serve that territory for the remainder of the term. O. Reg. 37/99, s. 2.

(6) If the residents of a territory without municipal organization fail to select a member of a board, the board shall appoint a member to serve that territory and the member shall serve his or her term of office as if he or she were selected by the residents. O. Reg. 462/10, s. 1.

### CHAIRS OF BOARDS

5. (1) A board shall, at its first meeting after January 1 in each year, appoint one of its members as chair of the board. O. Reg. 278/98, s. 5 (1).

(2) The member of the board who is appointed as chair shall serve as chair until the December 31 following the appointment. O. Reg. 383/10, s. 1.

(3) For as long as the person is a member of the board, he or she may be re-appointed as chair in one or more subsequent years. O. Reg. 383/10, s. 1.

(4) If the chair resigns or dies while serving as chair, the board shall appoint another member of the board as chair to serve for the balance of the year. O. Reg. 383/10, s. 1.



## APPORTIONMENT OF COSTS

6. (1) In this section and in section 7,

“tax ratio”, with respect to a property, means the tax ratio established under section 308 of the *Municipal Act, 2001* for the property class it is in;

“weighted assessment” means,

- (a) with respect to property that is in a subclass to which section 313 of the *Municipal Act, 2001* applies, the taxable assessment for the property, as reduced by the percentage reduction that applies with respect to that assessment under section 313 of the *Municipal Act, 2001* and multiplied by the tax ratio of the property class that the property is in, and
- (b) in all other cases, the taxable assessment for a property multiplied by the tax ratio of the property class that the property is in. O. Reg. 37/99, s. 3; O. Reg. 112/99, s. 1 (1); O. Reg. 355/02, s. 1 (1, 2).

(2) For the purposes of this section, if the area of jurisdiction of a board includes territory without municipal organization,

- (a) the costs of social services attributable to the areas of the board comprised of municipalities are the actual costs of social services for all of those areas, including the costs of administration with respect to those costs; and
- (b) the costs of social services attributable to the areas of the board comprised of territory without municipal organization are the actual costs of those social services for that territory, including the costs of administration with respect to those costs. O. Reg. 37/99, s. 3.

(2.1) The costs of social services attributable to the areas of the board under subsection (2) include only those costs for which the board is responsible. O. Reg. 112/99, s. 1 (2).

(3) The attribution of costs between municipalities and territory without municipal organization in accordance with subsection (2) must be approved by the Director under the *Ontario Works Act, 1997*. O. Reg. 37/99, s. 3.

(4) Subject to subsections (5) and (6), the amount determined under clause (2) (a) shall be apportioned among the municipalities in the board’s district as follows:

1. When the assessment rolls of the municipalities in the district are returned to the clerks under section 36 of the *Assessment Act*, they shall also be provided to the board.
2. Each municipality shall provide the board with a copy of its by-law setting its tax ratios on or before the date it is required under section 308 of the *Municipal Act, 2001* to make the by-law.
3. The board shall determine, for each municipality, the amount to be apportioned to the municipality in accordance with the following formula:

$$A = B \times (C \div D)$$

where,

A = the amount to be apportioned to the municipality,

B = the amount determined under clause (2) (a),

C = the sum of the weighted assessments for all of the properties in the municipality,

D = the sum of the weighted assessments for all of the properties in all of the municipalities.

O. Reg. 37/99, s. 3; O. Reg. 355/02, s. 1 (3).

(5) The board may agree to apportion costs of social services in its district, including the costs of administration, in a way other than that provided in subsections (2) and (4) if,

- (a) a majority of the municipalities and members representing territory without municipal organization consent to that apportionment; and
- (b) those municipalities and members who have consented represent a majority of the electors in the board’s district. O. Reg. 37/99, s. 3.

(6) Each of the municipalities set out in an area of a board set out in the Schedule for that board and each of the members of that board representing territory without municipal organization is entitled to one vote under clause (5) (a). O. Reg. 37/99, s. 3.

(7) For the purposes of clause (5) (b), if two or more members of the board represent an area set out in the Schedule for the board that is comprised of territory without municipal organization, a member who represents the area shall be deemed to represent the total number of electors in the area divided by the total number of board members who represent the area. O. Reg. 37/99, s. 3.

(8) A resolution of the municipal council is required for a municipality to consent under subsection (5) and a signed consent of a member representing territory without municipal organization is required for the member to consent under subsection (5). O. Reg. 37/99, s. 3.

(8.1) Despite subsections (4) and (5), for the period beginning on December 11, 2017 and ending on December 31, 2018, the board shall use the method of cost apportionment for social services in its district that the board was using on December 10, 2017. O. Reg. 472/17, s. 2.

(9) Each board whose area of jurisdiction includes territory without municipal organization shall inform the Minister responsible for each social service of the costs of that social service attributable to territory without municipal organization forthwith after determining those costs. O. Reg. 37/99, s. 3.

**6.1** The interest that a board may impose on a municipality under subsection 6 (3) of the Act shall not exceed 1 per cent per month. O. Reg. 37/99, s. 4.

#### ESTIMATES AND RESERVES

**7.** (1) Each board shall in each year apportion among the jurisdictions in its district, in accordance with section 6, the amounts that it estimates will be required to defray the expenditures for social services for that year and shall on or before March 31 of that year notify,

- (a) the clerk of each municipality of the amount to be provided by that municipality; and
- (b) the Minister responsible for each social service of the amount to be provided by the Minister with respect to that social service under section 8 of the Act. O. Reg. 37/99, s. 5 (1).

(2) If a board that has given notice of its estimated expenditures incurs additional costs for social services that were not anticipated at the time the notice was given, the additional costs shall be apportioned and notification given in accordance with subsection (1). O. Reg. 278/98, s. 7 (2); O. Reg. 37/99, s. 5 (2).

(3) In preparing the estimates, the board may provide for a reserve for working funds in a year not to exceed 15 per cent of the total estimates of the board for the year. O. Reg. 278/98, s. 7 (3).

(4) If the actual expenditures of a board for a year are greater or less than the estimated expenditures for that year, the board shall, in preparing the estimates of the amount required to defray its expenditures for the following year,

- (a) make due allowance for any surplus that will be available from the preceding year; or
- (b) provide for any deficit of the preceding year. O. Reg. 278/98, s. 7 (4).

**8.** For the purposes of sections 6, 6.1 and 7, the costs of social services attributable to the Town of Moosonee shall be considered as if they were attributable to the areas of a board comprised of territory without municipal organization and the Town shall not participate in the apportionment of the costs of social services required by subsection 6 (4). O. Reg. 620/00, s. 1.

#### SCHEDULE 1 ALGOMA DISTRICT SERVICES ADMINISTRATION BOARD

1. The district for the Algoma District Services Administration Board is the District of Algoma, excluding the part of the District of Algoma that is part of the district for the District of Sault Ste. Marie Social Services Administration Board.

2. The Algoma District Services Administration Board shall consist of 12 members and the areas they represent and the manner of their appointment shall be as follows:

- 1. Area 1 is the area of jurisdiction of the following municipalities and one member shall be appointed jointly by the municipal councils of those municipalities to represent Area 1:
  - i. The Corporation of the Township of Hornepayne.
  - ii. The Corporation of the Township of White River.
  - iii. The Corporation of the Township of Dubreuilville.
- 2. Area 2 is the area of jurisdiction of The Corporation of the Township of Michipicoten and one member shall be appointed by its municipal council to represent Area 2.
- 3. Area 3 is the area of jurisdiction of the following municipalities and two members shall be appointed jointly by the municipal councils of those municipalities to represent Area 3:
  - i. The Corporation of the Township of MacDonald, Meredith and Aberdeen Additional.
  - ii. The Corporation of the Township of Laird.
  - iii. The Corporation of the Township of Tarbutt and Tarbutt Additional.
  - iv. The Corporation of the Township of St. Joseph.
  - v. The Corporation of the Township of Jocelyn.
  - vi. The Corporation of the Township of Hilton.
  - vii. The Corporation of the Village of Hilton Beach.

- viii. The Corporation of the Township of Johnson.
- 4. Area 4 is the area of jurisdiction of the following municipalities and two members shall be appointed jointly by the municipal councils of those municipalities to represent Area 4:
  - i. The Corporation of the Township of Plummer Additional.
  - ii. The Corporation of the Town of Bruce Mines.
  - iii. The Corporation of the Town of Thessalon.
  - iv. The Corporation of the Municipality of Huron Shores.
  - v. The Corporation of the Township of the North Shore.
  - vi. The Corporation of the Township of Shedden.
- 5. Area 5 is the area of jurisdiction of The Corporation of the Town of Blind River and one member shall be appointed by its municipal council to represent Area 5.
- 6. Area 6 is the area of jurisdiction of The Corporation of the City of Elliot Lake and four members shall be appointed by its municipal council to represent Area 6.
- 7. Area 7 is the territory without municipal organization within the district for the Algoma District Services Administration Board and one member shall be selected by the residents of that territory to represent Area 7.

O. Reg. 37/99, s. 6; O. Reg. 620/00, s. 2.

SCHEDULE 2  
THE DISTRICT OF COCHRANE SOCIAL SERVICES ADMINISTRATION BOARD

- 1. The district for the District of Cochrane Social Services Administration Board is the District of Cochrane.
- 2. The District of Cochrane Social Services Administration Board shall consist of 14 members and the areas they represent and the manner of their appointment shall be as follows:
  - 1. REVOKED: O. Reg. 501/05, s. 1 (2).
  - 2. Area 1 is the area of jurisdiction of The Corporation of the City of Timmins and seven members shall be appointed by its municipal council to represent Area 1.
  - 3. Area 2 is the area of jurisdiction of the following municipalities and one member shall be appointed jointly by the municipal councils of those municipalities to represent Area 2:
    - i. The Corporation of the Town of Hearst.
    - ii. The Corporation of the Township of Mattice-Val Coté.
  - 4. Area 3 is the area of jurisdiction of the following municipalities and one member shall be appointed jointly by the municipal councils of those municipalities to represent Area 3:
    - i. The Corporation of the Township of Fauquier-Strickland.
    - ii. The Corporation of the Township of Moonbeam.
    - iii. The Corporation of the Town of Smooth Rock Falls.
    - iv. The Corporation of the Township of Opasatika.
    - v. The Corporation of the Township of Val Rita-Harty.
  - 5. Area 4 is the area of jurisdiction of The Corporation of the Town of Kapuskasing and one member shall be appointed by its municipal council to represent Area 4.
  - 6. Area 5 is the area of jurisdiction of The Corporation of the Town of Cochrane and The Corporation of the Town of Moosonee and one member shall be appointed by the municipal council of The Corporation of the Town of Cochrane to represent Area 5.
  - 7. Area 6 is the area of jurisdiction of the Corporation of the Town of Iroquois Falls and one member shall be appointed by its municipal council to represent Area 6.
  - 8. Area 7 is the area of jurisdiction of the Corporation of the Township of Black River-Matheson and one member shall be appointed by its municipal council to represent Area 7.
  - 9. Area 8 is the territory without municipal organization within the district for the District of Cochrane Social Services Administration Board and one member shall be selected by the residents of that territory to represent Area 8.

O. Reg. 37/99, s. 6; O. Reg. 608/99, s. 1; O. Reg. 620/00, s. 3; O. Reg. 501/05, s. 1; O. Reg. 123/09, s. 1.

SCHEDULE 2.1  
KENORA DISTRICT SERVICES BOARD

1. The district for the Kenora District Services Board is the District of Kenora including the geographic townships of Mathieu, Croome and Claxton that are annexed to The Corporation of the Township of Sioux Narrows-Nestor Falls.

2. The Kenora District Services Board shall consist of 13 members and the areas they represent and the manner of their appointment shall be as follows:

1. Area 1 is the area of jurisdiction of The Corporation of the City of Dryden and one member shall be appointed by its municipal council to represent Area 1.

2., 3. REVOKED: O. Reg. 608/99, s. 2 (2).

4. Area 4 is the area of jurisdiction of The Corporation of the City of Kenora and one member shall be appointed by its municipal council to represent Area 4.

5. Area 5 is the area of jurisdiction of The Corporation of the Town of Sioux Lookout and one member shall be appointed by its municipal council to represent Area 5.

6. Area 6 is the area of jurisdiction of The Corporation of the Township of Ear Falls and one member shall be appointed by its municipal council to represent Area 6.

7. Area 7 is the area of jurisdiction of The Corporation of the Township of Ignace and one member shall be appointed by its municipal council to represent Area 7.

8. Area 8 is the area of jurisdiction of The Corporation of the Township of Machin and one member shall be appointed by its municipal council to represent Area 8.

9. Area 9 is the area of jurisdiction of The Corporation of the Township of Pickle Lake and one member shall be appointed by its municipal council to represent Area 9.

10. Area 10 is the area of jurisdiction of The Corporation of the Municipality of Red Lake and one member shall be appointed by its municipal council to represent Area 10.

11. Area 11 is the area of jurisdiction of The Corporation of the Township of Sioux Narrows-Nestor Falls and one member shall be appointed by its municipal council to represent Area 11.

12. Area 12 is that part of the territory without municipal organization within the district for the Kenora District Services Board that is described as follows and one member shall be selected jointly by the residents of that area to represent Area 12:

Lac Seul Electoral Area which takes in all the unincorporated area easterly from the western intersection of the 11th baseline and the Manitoba border to the intersection of the Thunder Bay District; thence, southerly along the Thunder Bay District western boundary until the intersection of a line of latitude drawn across the northern border of Grand Trunk Block 10; thence, westerly along the line of latitude drawn across the northern border of Grand Trunk Block 10 to the Manitoba border; thence, northerly along the Manitoba border to the intersection of the 11th baseline.

13. Area 13 is that part of the territory without municipal organization within the district for the Kenora District Services Board that is described as follows and one member shall be selected jointly by the residents of that area to represent Area 13:

Oxdrift Electoral Area which takes in all the unincorporated area southerly from the intersection of the southern border of the Lac Seul Area and the western boundary of the Thunder Bay District to the northern boundary of the Rainy River District; thence, westerly along the northern boundary of the Rainy River District to the intersection of a line of longitude drawn to travel along the western boundary of Bridges Township; thence, northerly along the line of longitude drawn to travel along the western boundary of Bridges Township to the intersection of the southern boundary of the Lac Seul Area; thence, easterly along the southern boundary of the Lac Seul Area to the intersection of the western boundary of the Thunder Bay District.

14. Area 14 is that part of the territory without municipal organization within the district for the Kenora District Services Board that is described as follows and one member shall be selected jointly by the residents of that area to represent Area 14:

Lake of the Woods North Area which takes in all the unincorporated area easterly from the Manitoba border along the southern boundary of the Lac Seul Area to the intersection of the western boundary of the Oxdrift Area; thence, southerly along the western boundary of the Oxdrift Area to the intersection of the north side of Highway 17; thence, westerly along the north side of Highway 17 to the intersection of the Manitoba border; thence, northerly along the Manitoba border to the intersection of the southern boundary of the Lac Seul Area.

15. Area 15 is that part of the territory without municipal organization within the district for the Kenora District Services Board that is described as follows and one member shall be selected jointly by the residents of that area to represent Area 15:

Lake of the Woods South Area which takes in all the unincorporated area easterly from the Manitoba border along the south side of Highway 17 to the intersection of the western boundary of the Oxdrift Area; thence, southerly along the western boundary of the Oxdrift Area to the intersection of the northern boundary of the Rainy River District; thence, westerly along the northern boundary of the Rainy River District to the Manitoba border; thence, northerly along the Manitoba border to the intersection of the south side of Highway 17, excluding areas annexed to The Corporation of the Township of Lake of the Woods.

O. Reg. 112/99, s. 2 (1); O. Reg. 608/99, s. 2; O. Reg. 620/00, s. 4; O. Reg. 422/03, s. 1.

SCHEDULE 2.2  
MANITOULIN-SUDBURY DISTRICT SERVICES BOARD

1. The district for the Manitoulin-Sudbury District Services Board is the District of Manitoulin and that part of the District of Sudbury that does not include the area of jurisdiction of City of Greater Sudbury.
2. The Manitoulin-Sudbury District Services Board shall consist of 14 members and the areas they represent and the manner of their appointment shall be as follows:
  1. Area 1 is the area of jurisdiction of The Corporation of the Town of Espanola and two members shall be appointed by its municipal council to represent Area 1.
  2. Area 2 is the area of jurisdiction of the following municipalities and two members shall be appointed jointly by the municipal councils of those municipalities to represent Area 2:
    - i. The Corporation of the Township of Sables-Spanish Rivers.
    - ii. The Corporation of the Township of Baldwin.
    - iii. The Corporation of the Township of Nairn and Hyman.
  3. Area 3 is the area of jurisdiction of the following municipalities and three members shall be appointed jointly by the municipal councils of those municipalities to represent Area 3:
    - i. The Corporation of the Municipality of Markstay-Warren.
    - ii. The Corporation of the Municipality of St.-Charles.
    - iii. The Corporation of the Municipality of French River.
    - iv. The Corporation of the Municipality of Killarney.
  4. Area 4 is the area of jurisdiction of The Corporation of the Township of Chapleau and one member shall be appointed by its municipal council to represent Area 4.
  5. Area 5 is the area of jurisdiction of the following municipalities and one member shall be appointed jointly by the municipal councils of those municipalities to represent Area 5:
    - i. The Corporation of the Township of Cockburn Island.
    - ii. The Corporation of the Municipality of Gordon/Barrie Island.
    - iii. The Corporation of the Township of Burpee and Mills.
    - iv. REVOKED: O. Reg. 210/10, s. 1 (5).
    - v. The Corporation of the Town of Gore Bay.
    - vi. The Corporation of the Township of Billings.
  6. Area 6 is the area of jurisdiction of the following municipalities and two members shall be appointed jointly by the municipal councils of those municipalities to represent Area 6:
    - i. The Corporation of the Township of Central Manitoulin.
    - ii. The Corporation of the Township of Tehkummah.
    - iii. The Corporation of the Town of Northeastern Manitoulin and the Islands.
    - iv. The Corporation of the Township of Assiginack.
  7. Area 7 is the territory without municipal organization within the district for the Manitoulin-Sudbury District Services Board and three members shall be selected by the residents of that territory to represent Area 7.

O. Reg. 112/99, s. 2 (1); O. Reg. 608/99, s. 3; O. Reg. 620/00, s. 5; O. Reg. 210/10, s. 1.

SCHEDULE 3  
THE DISTRICT OF NIPISSING SOCIAL SERVICES ADMINISTRATION BOARD

1. The district for the District of Nipissing Social Services Administration Board is the District of Nipissing and the part of the District of Sudbury that is within the area of jurisdiction of The Corporation of the Municipality of West Nipissing.
2. The District of Nipissing Social Services Administration Board shall consist of 12 members and the areas they represent and the manner of their appointment shall be as follows:
  1. Area 1 is the area of jurisdiction of The Corporation of the City of North Bay and six members shall be appointed by its municipal council to represent Area 1.
  2. Area 2 is the area of jurisdiction of The Corporation of the Municipality of West Nipissing and one member shall be appointed by its municipal council to represent Area 2.
  3. Area 3 is the area of jurisdiction of the following municipalities and one member shall be appointed jointly by the municipal councils of those municipalities to represent Area 3:
    - i. The Corporation of the Township of Bonfield.
    - ii. The Corporation of the Township of Calvin.
    - iii. The Corporation of the Township of Chisholm.
    - iv. The Corporation of the Town of Mattawa.
    - v. The Corporation of the Township of Mattawan.
    - vi. The Corporation of the Township of Papineau-Cameron.
  4. Area 4 is the area of jurisdiction of The Corporation of Township of South Algonquin and one member shall be appointed by its municipal council to represent Area 4.
  5. Area 5 is the area of jurisdiction of The Corporation of the Municipality of Temagami and one member shall be appointed by its municipal council to represent Area 5.
  6. Area 6 is the area of jurisdiction of The Corporation of the Township of East Ferris and one member shall be appointed by its municipal council to represent Area 6.
  7. Area 7 is the territory without municipal organization within the district for the District of Nipissing Social Services Administration Board and one member shall be selected by the residents of that territory to represent Area 7.

O. Reg. 37/99, s. 6; O. Reg. 422/03, s. 2.

SCHEDULE 4  
THE DISTRICT OF PARRY SOUND SOCIAL SERVICES ADMINISTRATION BOARD

1. The district for the District of Parry Sound Social Services Administration Board is the District of Parry Sound, excluding the area of jurisdiction of The Corporation of the Municipality of Killarney.
2. The District of Parry Sound Social Services Administration Board shall consist of 15 members and the areas they represent and the manner of their appointment shall be as follows:
  1. Area 1 is the area of jurisdiction of The Corporation of the Township of Seguin and two members shall be appointed by its municipal council to represent Area 1.
  2. Area 2 is the area of jurisdiction of the following municipalities and three members shall be appointed jointly by the municipal councils of those municipalities to represent Area 2:
    - i. The Corporation of the Township of Archipelago.
    - ii. The Corporation of the Town of Parry Sound.
  3. Area 3 is the area of jurisdiction of the following municipalities and two members shall be appointed jointly by the municipal councils of those municipalities to represent Area 3:
    - i. The Corporation of the Township of Carling.
    - ii. The Corporation of the Municipality of Whitestone.
    - iii. The Corporation of the Township of McDougall.
    - iv. The Corporation of the Township of McKellar.
  4. Area 4 is the area of jurisdiction of the following municipalities and two members shall be appointed jointly by the municipal councils of those municipalities to represent Area 4:
    - i. The Corporation of the Town of Kearney.

- ii. The Corporation of the Village of Burk's Falls.
  - iii. The Corporation of the Township of Armour.
  - iv. The Corporation of the Township of Perry.
  - v. The Corporation of the Township of Ryerson.
  - vi. The Corporation of the Township of McMurrich-Monteith.
5. Area 5 is the area of jurisdiction of the following municipalities and two members shall be appointed jointly by the municipal councils of those municipalities to represent Area 5:
- i. The Corporation of the Village of South River.
  - ii. The Corporation of the Village of Sundridge.
  - iii. The Corporation of the Township of Joly.
  - iv. The Corporation of the Township of Machar.
  - v. The Corporation of the Township of Strong.
  - vi. The Corporation of the Municipality of Magnetawan.
6. Area 6 is the area of jurisdiction of the following municipalities and two members shall be appointed jointly by the municipal councils of those municipalities to represent Area 6:
- i. The Corporation of the Municipality of Powassan.
  - ii. REVOKED: O. Reg. 620/00, s. 6 (2).
  - iii. The Corporation of the Township of Himsworth North.
  - iv. REVOKED: O. Reg. 620/00, s. 6 (2).
  - v. The Corporation of the Township of Nipissing.
7. Area 7 is the territory without municipal organization within the district for the District of Parry Sound Social Services Administration Board and two members shall be selected by the residents of that territory to represent Area 7.

O. Reg. 37/99, s. 6; O. Reg. 608/99, s. 4; O. Reg. 620/00, s. 6.

#### SCHEDULE 5 RAINY RIVER DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

1. The district for Rainy River District Social Services Administration Board is the District of Rainy River, the area of jurisdiction of The Corporation of the Township of Lake of the Woods excluding the geographic townships of Mathieu, Croomie and Claxton that are annexed to The Corporation of the Township of Sioux Narrows-Nestor Falls.
2. Rainy River District Social Services Administration Board shall consist of 13 members and the areas they represent and the manner of their appointment shall be as follows:
- 1. Area 1 is the area of jurisdiction of The Corporation of the Town of Fort Frances and one member shall be appointed by its municipal council to represent Area 1.
  - 2. Area 2 is the area of jurisdiction of The Corporation of the Town of Atikokan and one member shall be appointed by its municipal council to represent Area 2.
  - 3. Area 3 is the area of jurisdiction of The Corporation of the Township of Emo and one member shall be appointed by its municipal council to represent Area 3.
  - 4. Area 4 is the area of jurisdiction of The Corporation of the Township of La Vallée and one member shall be appointed by its municipal council to represent Area 4.
  - 5. Area 5 is the area of jurisdiction of The Corporation of the Town of Rainy River and one member shall be appointed by its municipal council to represent Area 5.
  - 6. Area 6 is the area of jurisdiction of The Corporation of the Township of Alberton and one member shall be appointed by its municipal council to represent Area 6.
  - 7. Area 7 is the area of jurisdiction of The Corporation of the Township of Chapple and one member shall be appointed by its municipal council to represent Area 7.
  - 8. Area 8 is the area of jurisdiction of The Corporation of the Township of Dawson and one member shall be appointed by its municipal council to represent Area 8.
  - 9. Area 9 is the area of jurisdiction of The Corporation of the Township of Morley and one member shall be appointed by its municipal council to represent Area 9.

10. Area 10 is the area of jurisdiction of The Corporation of the Township of Lake of the Woods and one member shall be appointed by its municipal council to represent Area 10.
11. Area 11 is the territory without municipal organization that is located westerly from the northwest corner of Indian Reserve 16D on a line projected northward astronomically to the point of intersection with the District of Kenora to the westerly boundary of the District of Rainy River and one member shall be selected by the residents of those territories to represent Area 11.
12. Area 12 is the territory without municipal organization that is located easterly from the northwest corner of Indian Reserve 16D on a line projected northward astronomically to the point of intersection with the District of Kenora and easterly to the 5th Meridian Line and one member shall be selected by the residents of that territory to represent Area 12.
13. Area 13 is the territory without municipal organization that is located from the easterly boundary of the District of Rainy River northward until it intersects with the District of Kenora, westerly until the 5th Meridian Line which lies on the west boundary of the unincorporated area of Bennett and one member shall be selected by the residents of that territory to represent Area 13.

O. Reg. 37/99, s. 6; O. Reg. 620/00, s. 7; O. Reg. 422/03, s. 3; O. Reg. 298/04, s. 1; O. Reg. 210/10, s. 2.

#### SCHEDULE 5.1

#### THE DISTRICT OF SAULT STE. MARIE SOCIAL SERVICES ADMINISTRATION BOARD

1. The district for the District of Sault Ste. Marie Social Services Administration Board is the area of jurisdiction of The Corporation of the City of Sault Ste. Marie, the area of jurisdiction of The Corporation of the Township of Prince and the territory without municipal organization that is within the planning area for the Sault North Planning Board.

2. The District of Sault Ste. Marie Social Services Administration Board shall consist of nine members and the areas they represent and the manner of their appointment shall be as follows:

1. Area 1 is the area of jurisdiction of The Corporation of the City of Sault Ste. Marie and six members shall be appointed by its municipal council to represent Area 1.
2. Area 2 is the area of jurisdiction of The Corporation of the Township of Prince and one member shall be appointed by its municipal council to represent Area 2.
3. Area 3 is the territory without municipal organization that is within the planning area for the Sault North Planning Board and two members shall be selected by the residents of that territory to represent Area 3.

O. Reg. 37/99, s. 6.

#### SCHEDULE 6

#### THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

1. The district for the Thunder Bay Social Services Administration Board is the District of Thunder Bay.

2. The District of the Thunder Bay Social Services Administration Board shall consist of 14 members and the areas they represent and the manner of their appointment shall be as follows:

1. REVOKED: O. Reg. 164/07, s. 1 (2).
2. Area 1 is the area of jurisdiction of the following municipalities and 3 members shall be appointed jointly by the municipal councils of those municipalities to represent Area 1:
  - i. The Corporation of the Municipality of Oliver Paipoonge.
  - ii. The Corporation of the Township of Shuniah.
  - iii. The Corporation of the Township of O'Connor.
  - iv. The Corporation of the Municipality of Neebing.
  - v. The Corporation of the Township of Conmee.
  - vi. The Corporation of the Township of Gillies.
3. Area 2 is the area of jurisdiction of the following municipalities and one member shall be appointed jointly by the municipal councils of those municipalities to represent Area 2:
  - i. The Corporation of the Township of Nipigon.
  - ii. The Corporation of the Township of Red Rock.
  - iii. The Corporation of the Township of Dorion.
4. Area 3 is the area of the jurisdiction of The Corporation of the Municipality of Greenstone and one member shall be appointed by its municipal council to represent Area 3.



5. Area 4 is the area of jurisdiction of the following municipalities and one member shall be appointed jointly by the municipal councils of those municipalities to represent Area 4:
  - i. The Corporation of the Township of Terrace Bay.
  - ii. The Corporation of the Township of Schreiber.
6. Area 5 is the area of jurisdiction of the following municipalities and one member shall be appointed jointly by the municipal councils of those municipalities to represent Area 5:
  - i. The Corporation of the Town of Marathon.
  - ii. The Corporation of the Township of Manitowadge.
7. Area 6 is the area of jurisdiction of The Corporation of the City of Thunder Bay and six members shall be appointed by the municipal council of The Corporation of the City of Thunder Bay to represent Area 6.
8. Area 7 is the territory without municipal organization within the district for the District of Thunder Bay Social Services Administration Board and one member shall be selected by the residents of that territory to represent Area 7.
 

O. Reg. 112/99, s. 2 (2); O. Reg. 620/00, s. 8; O. Reg. 164/07, s. 1; O. Reg. 109/17, s. 2.

SCHEDULE 7  
THE DISTRICT OF TIMISKAMING SOCIAL SERVICES ADMINISTRATION BOARD

1. The district for the District of Timiskaming Social Services Administration Board is the District of Timiskaming.
2. The District of Timiskaming Social Services Administration Board shall consist of nine members and the areas they represent and the manner of their appointment shall be as follows:
  1. Area 1 is the area of jurisdiction of The Corporation of the Town of Kirkland Lake and two members shall be appointed by its municipal council to represent Area 1.
  2. Area 2 is the area of jurisdiction of the following municipalities and one member shall be appointed jointly by the municipal councils of those municipalities to represent Area 2:
    - i. The Corporation of the Town of Englehart.
    - ii. The Corporation of the Township of McGarry.
    - iii. The Corporation of the Township of Larder Lake.
    - iv. The Corporation of the Township of Gauthier.
    - v. The Corporation of the Township of Chamberlain.
    - vi. The Corporation of the Municipality of Charlton and Dack.
    - vii. The Corporation of the Township of Evanturel.
  3. Area 3 is the area of jurisdiction of the Corporation of the Municipality of Timiskaming Shores and two members shall be appointed by its municipal council to represent Area 3.
  4. Area 4 is the area of jurisdiction of the following municipalities and one member shall be appointed jointly by the municipal councils of those municipalities to represent Area 4:
    - i. The Corporation of the Township of Hudson.
    - ii. The Corporation of the Township of Kerns.
    - iii. The Corporation of the Town of Latchford.
    - iv. The Corporation of the Township of Coleman.
    - v. The Corporation of the Town of Cobalt.
    - vi. The Corporation of the Township of Harris.
    - vii. REVOKED: O. Reg. 123/09, s. 2 (3).
  5. Area 5 is the area of jurisdiction of the following municipalities and one member shall be appointed jointly by the municipal councils of those municipalities to represent Area 5:
    - i. The Corporation of the Township of James.
    - ii. The Corporation of the Township of Matachewan.
    - iii. The Corporation of the Township of Armstrong.
    - iv. The Corporation of the Township of Hilliard.

- v. The Corporation of the Township of Brethour.
  - vi. The Corporation of the Village of Thornloe.
  - vii. REVOKED: O. Reg. 123/09, s. 2 (4).
  - viii. The Corporation of the Township of Harley.
  - ix. The Corporation of the Township of Casey.
6. REVOKED: O. Reg. 123/09, s. 2 (5).
7. Area 6 is the territory without municipal organization consisting of the following geographic townships and one member shall be selected jointly by the residents of those geographic townships to represent Area 6:  
 Hillary, Reynolds, McKeown, Fripp, McArthur, Douglas, Fallon, Fasken, Michie, Nordica, Terry, Lee, Maisonville, Arnold, Katrine, Ossian, Pharand, Childerhouse, Doyle, Musgrove, Bartlett, Geikie, Cleaver, McNeil, Robertson, Sheba, Dunmore, Bompas, Grenfell, Lebel, Hincks, Argule, Baden, Alma, Holmes, Burt, Eby, Otto, Boston, McElroy, McFadden, Montrose, Bannockburn, Flavelle, Gross, Blain, Marquis, Pacaud, Catharine, Rattray, Willison, Davidson, Sharpe, Savard, Marter, Bayly, Mulligan.
8. Area 7 is the territory without municipal organization consisting of the following geographic townships and one member shall be selected jointly by the residents of those geographic townships to represent Area 7:  
 Raymond, Rankin, Morel, Shillington, Farr, Smyth, Truax, Robillard, Ingram, Pense, Knight, Van Hise, Haultain, Chown, Mickle, Tudhope, Bryce, Beauchamp, Tyrrell, Milner, Nicol, Lawson, Roadhouse, Willet, Barber, Cane, Henwood, Leonard, Leith, Charters, Corkill, Wallis, Banks, Speight, Auld, Lundy, North Williams, Ray, Donovan, Brewster, Trethewey, Whitson, van Nostrand, Klock, Barr, Firstbrook, Dufferin, Leckie, Corley, Gamble, McGriffin, Rorke, Leo, Dane, Kittson, Medina, Cole, Brigstocke, Gillies Limit, Lorrain, South Lorrain.

O. Reg. 37/99, s. 7; O. Reg. 123/09, s. 2.

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## **INTERIM GOVERNANCE AND ACCOUNTABILITY GUIDELINES FOR DISTRICT SOCIAL SERVICES ADMINISTRATION BOARDS (DSSABs)**

### **SUMMARY OF POLICY**

**The Interim Governance and Accountability Guidelines for District Social Services Administration Boards (DSSABs) clarify and confirm the Ministry's governance and accountability requirements for DSSABs.**

### **LEGISLATIVE AUTHORITY**

[District Social Services Administration Boards Act](#)  
[Ontario Regulation 278/98 of the Act](#)  
[Section 19, 269, 270, 271, 321 of the Municipal Act, 2001](#)

### **SUMMARY OF INTERIM GUIDELINES**

These guidelines clarify and confirm governance and accountability requirements for DSSABs. The guidelines represent the minimum governance and accountability provisions that shall be in place for each DSSAB. These guidelines do not require legislative or regulatory amendments for implementation.

### **INTENT OF POLICY**

To ensure that there are consistent governance and accountability provisions in place for each DSSAB.

### **APPLICATION OF POLICY**

The Interim Governance and Accountability Guidelines for DSSABs represent the Ministry's governance and accountability requirements for DSSABs. The requirements are based on the *DSSAB Act*, regulations and ministry policy together with the *Municipal Act, 2001* and other legislation affecting municipalities, and/or local boards and their council and board members, as applicable to DSSABs.

The Guidelines focus on those matters which will allow for improved governance and accountability for DSSABs. The Guidelines only address those matters which do not require legislative or regulatory amendments for implementation. The focus on governance and accountability matters excludes any operational-related requirements that may be imposed through other Acts which are applicable to DSSABs, e.g., *Ambulance Act*.

## **GUIDELINE #1: ROLE OF THE DSSAB BOARD, CHAIR, OFFICERS AND EMPLOYEES**

The Role of the DSSAB board is to provide overall governance responsibility in order to be accountable for and to carry out the duties of the board, including:

- to represent the public and to consider the well-being and interests of all of the member municipalities and Territories Without Municipal Organization (TWOMOs);
- to develop and abide by the policies and programs of the board;
- to determine which services the board provides;
- to ensure that administrative practices and procedures are in place to implement the decisions of the board;
- to maintain the financial integrity of the board;
- to carry out the duties of the board under the *District Social Services Administration Boards Act*, the *Ontario Works Act 1997*, the *Day Nurseries Act*, the *Social Housing Reform Act, 2000*, the *Municipal Act, 2001* and the related Regulations or any other Act as required, and including the legislation of the Ministry of Health and Long-Term Care where applicable
- designating a spokesperson, when required, regarding the actions and plans of the board;
- to ensure open communication channels with provincial government ministries, specifically MCSS, MMAH and MOHLTC through fostering positive working relationships.

The Role of the Chair is:

- to carry out the duties of the Chair under the *DSSAB Act* or any other Act;
- to preside over board meetings.

Members of the board who are appointed as chairs may be re-appointed as chairs the next year.

The role of the officers and employees of the DSSAB is:

- to implement the board's decisions and establish administrative practices and procedures to carry out the board's decisions;
- to undertake research and provide advice to the board on the policies and programs of the board;
- to carry out other duties required under the *DSSAB Act* or any Act and other duties assigned by the board.

## **GUIDELINE #2: CLOSED MEETINGS**

DSSABs may only hold a closed meeting if the matter relates to:

- the security of the property of the board;
- personal matters about an identifiable individual, including employees of the board;
- a proposed or pending acquisition or disposition of land by the board;
- labour relations or employee negotiations;
- litigation or potential litigation, including matters before administrative tribunals, affecting the board;
- advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act.

DSSABs must hold a closed meeting if the matter relates to:

- the consideration of a request under the *Municipal Freedom of Information and Protection of Privacy Act* if the board is the head of an institution for the purposes of that Act.

Before holding a closed meeting, or part of a meeting which is closed, the DSSAB shall state by resolution, the fact of the holding of the closed meeting, and the general nature of the matter to be considered at the closed meeting.

## **GUIDELINE #3: PROCEDURE BY-LAW**

A procedure by-law governing the calling of meetings, place and proceedings of meetings shall be adopted. The procedure by-law should set out the decision-making structure for the Board, for example, whether there will be a committee system, the role of staff within the decision-making structure, and/or how the public would provide input. The Board may choose a model that it decides is most appropriate.

## **GUIDELINE #4: NOTICE POLICY**

A notice policy shall be adopted in which the board gives notice in a form and in a manner and at the times that the board considers adequate to give reasonable notice for each of those matters.

At a minimum, the following matters shall be covered by the notice policy:

- before adopting or amending all or part of the budget;
- before enacting or amending its procedure by-law;
- before adopting or amending its notice policy;
- before establishing or amending any fee or charge.

#### **GUIDELINE #5: MUNICIPAL CONFLICT OF INTEREST ACT**

The *Municipal Conflict of Interest Act* applies to all members of a DSSAB board, including the members representing Territories Without Municipal Organization. The Act imposes a statutory duty on members to declare pecuniary interests, direct or indirect, and refrain from participating and voting on any matter in which they have a pecuniary interest. It also prohibits influencing others before, during or after the meeting. Members should refer to the *Municipal Conflict of Interest Act* and should obtain legal advice if they have any questions about these provisions.

#### **GUIDELINE #6: AUDIT REQUIREMENTS**

The accounts and transactions of DSSABs are to be audited by an auditor of the municipality that is responsible for the largest share of the operating costs of the DSSAB, unless the board decides otherwise.

In the event that the board determines not to use the auditor of the largest municipality, an appropriate tendering process is to be followed (i.e., in the year prior to the audit year in question).

#### **GUIDELINE #7: FINANCIAL STATEMENTS**

Audited financial statements are prepared in accordance with Public Sector Accounting Board (PSAB) recommendations

In accordance with the terms of the Service Contract, Reconciliation Report and Audited Financial Statements are submitted within 4 months of the DSSAB's fiscal year end.

#### **GUIDELINE #8: TWOMO ELECTION ADMINISTRATION**

DSSABs are responsible for administering the TWOMO election. However DSSABs may contract out administration to a third party. DSSABs would be responsible for the costs of administering the election.

Subject to approval by municipal council, the clerk of a member municipality may be appointed the DSSAB election clerk. The clerk of the largest municipality may be in the best position to oversee the DSSAB election. However, there may be a better choice of municipality for a particular board. For example, an adjacent municipality may be more appropriate to take on the role.

### **GUIDELINE #9: TRANSITION PERIOD FOLLOWING ELECTION**

Any action described below should not be taken after election day for new municipal council or TWOMO representatives and up to the first day of the term of the new board:

- appointment or removal from office of any member of the board;
- hiring or dismissal of any employee of the board;
- disposition of any real or personal property of the DSSAB which had a value exceeding \$50,000 when it was acquired by the DSSAB (unless the disposition was included in the most recent budget adopted by the DSSAB before nomination day);
- making any expenditures or incurring any other liability which exceeds \$50,000 (unless the liability was included in the most recent budget adopted by the DSSAB before nomination day), excluding normal day to day business expenditures e.g. Ontario Works.

### **GUIDELINE #10: FILLING A TWOMO MEMBER VACANCY**

DSSABs may appoint a new member to fill a vacancy of a TWOMO member according to the following criteria:

- the person is qualified to be elected as a representative of a TWOMO;
- has consented to accept the office if appointed;
- if more than one person is nominated to fill a vacancy, the board votes to determine which person shall fill it:
- a person who receives more than half the votes shall fill the vacancy;
- if no person receives more than half the votes, another vote is taken which excludes the person who received fewest votes in the previous vote;
- if two or more persons received fewest votes, the person to be excluded is chosen by lot.





# Board Policies and Procedures



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Section: B. General Administration	Effective Date: Nov. 1, 2010
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**POLICY**

**MANITOULIN-SUDBURY  
DISTRICT SERVICES BOARD  
(hereinafter referred to as the “Board”)**

**BYLAW**

**1. CORPORATE STATUS**

The Board shall be a corporation as established through the District Social Services Administration Board Act (the “Act”). The number of members, the areas that they represent and the manner and term of their appointment shall be set out in the Regulations of the Act.

**2. HEAD OFFICE**

The Head Office of the corporation shall be in the Town of Espanola and at such place therein as the Board members may from time to time determine.

**3. SEAL**

The seal, an impression of which, is stamped in the margin, shall be the corporate seal of the corporation.

The corporate seal will be kept by the secretary at the head office.

**4. POWERS OF THE BOARD**

4.1 The affairs of the corporation shall be managed by the Board members.

4.2 The Board members on behalf of the corporation, exercise all the powers that the corporation may legally exercise unless restricted by law. These powers include, but are not limited to, the power:

- a) to enter into contracts or agreements;

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- b) to make banking and financial arrangements;
- c) to execute documents;
- d) to direct the manner in which any other person or persons may enter into contracts or agreements on behalf of the corporation;
- e) to purchase, lease or otherwise acquire, sell, exchange, or otherwise dispose of real or personal property, securities or any rights or interests for such consideration and upon such terms and conditions as the Board members may consider advisable;
- f) to borrow on the credit of the corporation for the purposes of operating expenses, or on the security of the corporation's real or personal property; and
- g) to purchase insurance to protect the property, rights and interests of the corporation and to indemnify the corporation, its members, Board members, and officers from any claims, damages, losses or costs arising from or related to the affairs of the corporation.

## **5. VOTING RIGHTS**

- 5.1 Each member, including the Chair, is entitled to one (1) vote.
- 5.2 The Chair shall be entitled to vote at all meetings of the Board and shall be ex-officio a member of all committees of the Board and entitled to vote at those meetings, except at meetings of a committee of the whole, where the Chair shall vote only in the event of an equality of votes.

## **6. OFFICERS OF THE CORPORATION**

- 6.1 The officers of the corporation shall consist of the Chair, the Vice-Chair, and a Chief Administrative Officer who shall act as Secretary-Treasurer.
- 6.2 The Chair shall be appointed as set out in the Regulations of the District Social Services Administration Board Act and shall preside at all meetings of the Board, enforce order and

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observance of the bylaws, sign all necessary documents and have general supervision of the staff.

- 6.3 The Vice-Chair shall be appointed by the Board at the same time as the Chair is appointed, and for the same term, and in the absence or inability of the Chair, shall exercise the duties and functions of the Chair.
- 6.4 The Chief Administrative Officer shall be a member of the staff appointed by the Board; and shall:
- a) report to the Board;
  - b) be responsible for all operations of the Corporation;
  - c) as secretary, record or delegate accurate minute taking of the organization's meetings and ensure that the DSB's files, records and other relevant written materials are kept, recorded and distributed.
  - d) as treasurer, take a lead role in financial policy development and monitoring of the DSB's finances and advise and assist the Board in understanding the DSB's finances.

## **7. NOTICES**

- 7.1 Any notice required to be given under the District Social Services Administration Board Act, the Ontario Municipal Act, the by-laws, or otherwise shall be in writing and shall be deemed to have been given if it is:
- a) delivered personally to the person to whom it is to be given;
  - b) delivered to the person's address as recorded in the corporation's records;
  - c) mailed to the person's address as recorded in the corporation's records by prepaid ordinary mail; or
  - d) sent to the person's address as recorded in the corporation's records by any means of prepaid transmittal, delivery, courier or telecopy.

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A notice shall be deemed to have been given when it is delivered personally or to the person's address, or three days after it was mailed or transmitted.

- 7.2 The notice shall specify the business to be attended to at the meeting.
- 7.3 The Board shall hold a minimum of nine meetings a year.

## **8. ANNUAL REPORT**

The DSB shall prepare an annual report at the end each year of operation. The annual report shall be circulated to all entities that participated in the selection of the Board's representatives.

## **9. BOARD MEETINGS**

- 9.1 The Chair may at any time summon a special meeting of the Board.
- 9.2 Upon receipt of the petition of the majority of the members of the Board, the Secretary-Treasurer shall summon a special meeting for the purpose and at the time mentioned in the petition.
- 9.3 In the event that both the Chair and the Vice-Chair are absent at a meeting, the attending members may elect one of their numbers to preside.
- 9.4 A quorum for a meeting of the Board shall be a majority of the members represented on the Board.
- 9.5 All motions pass by a simple majority. Written proxy votes will not be allowed.

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## **10. RULES OF PROCEDURE**

All procedures shall be according to "Procedure at Meetings in Canada" by Arthur Beaudesne except as indicated otherwise by provincial legislation or regulation, or the by-laws of the Manitoulin-Sudbury District Services Board.

### **10.1 Duties of the Chair.**

It shall be the duty of the Chair to:

- a) open the meeting by taking the chair and calling the members to order;
- b) receive and submit, in the proper manner, all motions presented;
- c) put to a vote all motions which are moved and seconded, or necessarily arise in the course of proceedings, and to announce the results;
- d) decline to put to vote motions which infringe the rules of procedure;
- e) enforce the observance of order and decorum;
- f) sign all by-laws, resolutions and minutes of the Board;
- g) represent and support the Board, declaring its will, and implicitly obeying its decisions in all things;
- h) adjourn the meeting when the business is concluded, or adjourn the meeting, without the question being put, in the case of grave disorder arising during the meeting.

### **10.2 Minutes**

The minutes of the meetings of the Board shall record:

- a) the place, time and date of the meeting;
- b) the names of the presiding officer and a record of the members in attendance;
- c) disclosure of conflict of interest.

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### **10.3 Petitions, Communications and Delegations**

- a) Every petition and communication to the Board must be legible, signed and received by the Secretary-Treasurer no later than seven days prior to the meeting at which it will be discussed.
- b) Delegations or persons desiring to present information on matters of fact or to make a request of the Board may be heard by leave of the Board, **provided that the request was received by the Secretary-Treasurer no later than seven days prior to the meeting at which it will be discussed** and may be limited to speaking no more than ten minutes.

### **10.4 Motions**

- a) A motion shall be formally moved and seconded before the presiding officer can put the question to a vote or the motion can be recorded in the minutes.
- b) Immediately preceding the taking of the vote, the presiding officer shall state the question in the precise form in which it will be recorded in the minutes.
- c) Any member may require the question or motion under discussion to be read at any time during the debate but not as to interrupt a person while speaking.
- d) When a recorded vote is requested by a member, or is otherwise required, the Secretary-Treasurer shall record the name and vote of every member on any matter or question.

### **10.5 Points of Order and Privilege**

- a) The presiding officer shall preserve order and decide questions of order.
- b) The members, if appealed to, shall decide the question without debate and the decision shall be final.



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## **10.6 Conduct of Members**

No member shall:

- a) use unparliamentary language;
- b) speak on any subject other than the subject of debate;
- c) disobey the rules of the DSB or a decision of the presiding officer on questions of order or practice or on the interpretation of the rules;
- d) address the members or speak in debate without permission of the presiding officer;
- e) speak for more than 10 minutes or more than once to the same question without the leave of the Board, except that a reply shall be allowed to be made only by a member who has presented the motion to the Board, but not by any member who has moved an amendment or a procedural motion;
- f) ask a question except for the purpose of obtaining information relating to the matter under discussion, and then only of the previous speaker, except when a member recognized as the next speaker wishes to ask a question of the presiding officer or of a member of the staff, and then only for the purpose of obtaining information, after which the Member shall speak.

## **10.7 Public or Confidential Meeting**

No meeting or part of a meeting of the Board or of its committees may be closed to the public except upon a motion citing the legislative basis for closing the meeting to the public, including:

- a) the security of the property of the Board;
- b) personal matters about an identifiable individual, including Board employees;
- c) a proposed or pending acquisition of land for Board purposes;
- d) labour relations or employee negotiations;

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- e) litigation or potential litigation, including matters before administrative tribunals, affecting the Board.

## **11. PROTECTION OF BOARD MEMBERS**

No Board member of the DSB shall be liable for the acts, receipts, neglects, or defaults of another Board member or employee or for joining in any receipt or other act of conformity, or for any loss, damage or expense happening to the DSB through the insufficiency or deficiency of title to any property acquired by order of the Board for or on behalf of the DSB, or for the insufficiency or deficiency of any security in or upon which any of the monies of the DSB shall be invested, or for the loss or damage arising from the bankruptcy, insolvency or tortious act of any person with whom any of the monies, securities or effects of the DSB shall be deposited, or for any loss occasioned by any error of judgment or oversight on his part, or for any other loss, damages or misfortune whatever which shall happen in the execution of the duties of his office or in relation thereto unless the same are occasioned by his own willful neglect or default; provided that nothing herein shall relieve any Board member from the duty to comply with the provisions of the Act or from the liability for any breach thereof.

## **12. INDEMNITY OF BOARD MEMBERS**

Except in the case where a release or indemnity is contrary to law, every Board member of the corporation, every former Board member of the Corporation or a person who acts or acted at the Corporation's request as a Board member of a body corporate of which the Corporation is or was a member, shareholder or creditor, and his heirs and legal representatives shall from time to time, be indemnified and saved harmless by the Corporation from and against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by him in respect of any civil, criminal or administrative action or proceeding to which he is made a party by reason of being or having been a Board member of such Corporation or body corporate if,

- a) he acted honestly and in good faith with a view to the best interests of the Corporation; and
- b) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, he had reasonable grounds for believing his conduct was lawful.

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### **13. CONFLICT OF INTEREST**

Every Board member is governed by the Municipal Act and its obligations as it pertains to potential conflicts of interest. Every disclosure of interest shall be recorded in the minutes of the meeting.

### **14. BOOKS AND RECORDS**

Board members shall see that all necessary books and records of the Corporation required by any applicable statute and law are regularly and properly kept.

### **15. FINANCIAL YEAR**

The fiscal year of the Corporation shall terminate on the 31<sup>st</sup> day of December of each year.

### **16. CHEQUES, ETC.**

All cheques, drafts or orders for the payment of money and all notes and acceptances and bills of exchange shall be signed by the Chair or, in his absence, by the Vice-Chair, and by the CAO or, in his absence, by an alternate to the **CAO** as appointed by the Board at its first meeting in each calendar year.

### **17. AUDITOR**

On an annual basis, the Board will appoint an auditor to audit the accounts of the Corporation.

### **18. BOARD COMMITTEES**

- a) The Board may appoint such committees as it may from time to time require.
- b) Board Committee terms of reference and time for the work of a committee shall be defined by the Board as the committee is established.

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## **19. GENERAL COMMITTEE RULES**

- a) Committee decisions are subject to the final approval of the Board.
- b) The membership of the Board Committees will be determined by the Board.
- c) The Chair of the Board is an ex-officio member of each committee with voting rights within each committee, except as stated in Section 5.
- d) Each Committee will elect a Committee Chair. The Committee Chair will review the agenda, chair committee meetings and report results to the Board.

## **20. AMENDMENTS**

These bylaws may be enacted by a resolution, repealed, amended, added to or re-enacted by a resolution supported by at least eight (8) members of the Board provided that notice of such amendment has been circulated to all Board members at least 21 days prior to the meeting.

## **21. INTERPRETATION**

In these bylaws and in all other bylaws of the Corporation hereafter passed unless the context otherwise requires, words importing the singular number of the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice-versa, and references to persons shall include firms and corporations.

PASSED by the Board and sealed with the corporate seal this 27<sup>th</sup> day of January 2000.

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<b>POLICY</b>
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The District Social Services Administration Board (DSSAB) Act and regulations stipulate the specific municipalities in each Area and the number of representatives from each Area.

See:

<http://www.msdsb.net/ADMIN/docs/3rdParty/dssab.PDF?search=browseStatutes&context=>

The regulations are very specific in defining the geographic Areas from which representation will come. The Act and the regulations are silent as to how members are to be selected within an Area. There are no legislative restrictions on how this can be accomplished other than the member finally selected must meet the Board member base requirements set out in the DSSAB Act.

See:

[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90d15\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90d15_e.htm)

The selection process to select a representative(s) varies among DSSABs and often within single DSSABs. In some cases, there are simple rotations of members while in others there are formal election processes. However, the general procedure is that if the municipalities in an Area cannot decide among themselves on a selection method, the fallback position is to assemble representatives from the municipalities involved to have an Area election.

The following chart reflects the method of selection by Area as of 2009.

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AREA as set out in District Social Services Administration Boards Act/ Regulations	Selection method as of 2009
<b>Area #1</b> Town of Espanola	2 elected members appointed by Mayor and Council
<b>Area#2</b> Township of Baldwin Township of Nairn and Hyman Township of Sables-Spanish Rivers	2 elected members  Each Mayor/Reeve discusses the need for representation on the Board with their council. If the Mayor/Reeve or a member of council is interested in serving on the Board a resolution is passed. That resolution is then is circulated to the other two municipalities in the Area. If the majority agrees on the two representatives then the DSB is advised. If more than two nominations are put forward, a vote is taken by each municipal council and the majority dictates the two appointments.
<b>Area #3</b> Municipality of French River Municipality of Killarney Municipality of Markstay-Warren Municipality of St.-Charles	3 elected members  Each municipality appoints one representative by their respective Mayors and Councils. The four-year term representation is on a yearly rotation as follows: 1st year: French River, Killarney, Markstay-Warren 2nd year: Killarney, Markstay-Warren, St. Charles 3rd year: Markstay-Warren, St. Charles French River 4th year: St. Charles, French River, Killarney
<b>Area #4</b> Township of Chapleau	1 elected member appointed by Mayor and council

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<p><b>Area # 5</b></p> <p>Township of Billings Township of Burpee and Mills Township of Cockburn Island Municipality of Gordon/Barrie Island Town of Gore Bay</p>	<p style="text-align: center;">1 elected member</p> <p>Each municipality is given an opportunity to put a nomination forward. If more than one nomination is put forward, a vote is taken by each municipal council and the majority dictates the appointment.</p>
<p><b>Area #6</b></p> <p>Township of Assiginack Township of Central Manitoulin Town of Northeastern Manitoulin and the Islands Township of Tehkummah</p>	<p style="text-align: center;">2 elected members</p> <p>Tehkummah and Central Manitoulin each take turns. During this 4 year turn of council Tehkummah appointed a member. After the next municipal election in 2010 Central Manitoulin will then appoint a member to serve for the next four years. Assiginack and Northeastern Manitoulin and the Islands (NEMI) follow the same procedure. During this 4 year turn of council NEMI appointed a member. After the next municipal election in 2010 Assiginack will then appoint a member to serve for the next four years.</p>
<p><b>Area #7</b> <b>Unincorporated Townships</b></p>	<p>3 members elected through the TWOMO elections process See <a href="http://www.msdsb.net/index.php/gl-board/2014-twomo-elections">http://www.msdsb.net/index.php/gl-board/2014-twomo-elections</a></p>





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Section: B. General Administration	Effective Date: <b>June 1, 2011</b>
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Subject: 2.09. Board Members Code of Conduct	
Policy No. B.2.09.	Page 1 of 2

<b>POLICY</b>
---------------

The Board expects of itself and its members ethical, businesslike and lawful conduct. This commitment includes proper use of authority and appropriate group and individual behaviour when acting as Board Members.

1. Board Members are expected to consider and represent the interests of DSB, its membership and its community as a whole in preference to any other interests, which that member may also have or represent;
2. Board Members must declare a conflict of interest with respect to their fiduciary (trustee) responsibility;
  - i) There must be no conduct of private business or personal services between any member and DSB, except as procedurally controlled to assure openness, competitive opportunity and equal access to “inside” information;
  - ii) Board Members must not use their position to obtain for themselves, family members or close associates, employment within the organization;
  - iii) Should a Board Member apply for or be considered for permanent employment, s/he must temporarily withdraw from Board deliberation, voting and access to applicable Board information;
  - iv) Where a Board Member has an interest in DSB business involving potential monetary or non-monetary effect, either business or personal, s/he must declare that conflict and the Board shall consider the conflict and determine whether the Member may participate in discussion or voting on that issue.
  - v) **The DSB by policy will require that where the DSB is involved in the purchase of property from a member municipality and a member of the DSB Board is a member of council for that particular municipality, s/he must declare that a conflict exists and s/he must temporarily withdraw from Board deliberation, voting and access to applicable Board information.**

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3. Board Members may not attempt to exercise individual authority over DSB except as explicitly set forth in Board policies:
  - i) Board Member's interaction with the CAO or with staff must recognize the lack of authority in any individual member or group of members, except as noted above i.e. only the Board as a whole has authority;
  - ii) A Board Member's interaction with the public, press or other media entities must support decisions taken by the Board as a whole;
  - iii) Board Members will make no judgments of the CAO or staff performance except as that performance is assessed against explicit Board policies.

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Subject: 2.10. Board Member Code of Ethics	
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<b>POLICY</b>
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As a member of this Board I will, to the best of my ability:

- Represent the interests of the people served and employed by this organization;
- Approach all matters discussed by the Board with a mind prepared to make the best decision for the organization as a whole;
- Live up to the trust of those who elected the Board and of those we serve;
- Focus my efforts on the mission, policies and strategies of the organization;
- Not use the organization or my service on this Board in a manner which violates the Board By-Laws, policies and procedures;
- Keep confidential information confidential;
- Exercise my authority as a Board member only when acting in Board meetings or as delegated by the Board.



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## POLICY

Board members need to work together as a team so that they can govern effectively. This means that the Board shares its collective legal and fiscal responsibilities. In the spirit of teamwork, members need to contribute and participate fully and be respectful of one another's contributions.

The following ground rules reinforce this spirit:

1. Cultivate a sense of humour.
2. Practice mutual respect.
3. Accept conflict/tension as healthy and handle both creatively.
4. Deal with problems promptly.
5. Encourage and affirm each member's unique potential.
6. Make use of individual skills. Delegate tasks appropriately.
7. Encourage ALL members to participate in discussions—listen to and value diverse opinions.
8. Emphasize that it is okay to make mistakes.
9. Keep an open mind.
10. Treat each person with courtesy.
11. Never monopolize, interrupt or intimidate during discussions.
12. Take a collegial approach to the tasks.

These are the expectations that members have of each other so that they can fulfill their important governance role:

- Attend orientation sessions. Attend DSB events.
- Be committed to the vision and mission of the DSB.
- Attend meetings and participate actively. (Cannot miss three consecutive or 50% of Board meetings per year. If unable to attend, call in regrets.)
- Serve on committees and attend over 50% of scheduled meetings.
- Be prepared—do your readings and bring materials to meetings.
- Maintain confidentiality.
- Declare any conflict of interest.
- Ensure ethical behavior.
- Take advantage of opportunities to learn about DSB and its environment.
- Participate in Board development and education.
- Respect and support Board decision.

## Board of Directors/CAO Responsibility Chart

Board of Directors	Chief Administrative Officer
Is accountable and legally responsible for the organization.	Manages day-to-day operations of the organization.
Approves policies.	Formulates/recommends policies.
Ensures procedures are established to implement policy.	Directs policy implementation & administers the organization.
Sets budget & ensure sufficient funds to meet it.	Prepares budget with Director of Finance, and manages the money.
Sets human resource policy; hires, counsels & evaluates CAO.	Implements human resource policy; hires and evaluates staff.
Approves long and short term plans	Prepares long and short-term plans
Serves as a review panel providing expertise, wisdom and an objective viewpoint.	Provides professional expertise and objective reactions to the board.
Monitors the organization's operations.	Reports to the board and acts as liaison between board and staff.
Evaluates the organization's operations.	Evaluates program achievements
Maintains and builds board.	Supports the board in fulfilling its role.
Establishes a structure to carry out the organization's work.	Is a participant of all board committees.
Promotes the organization in the community.	Seeks community support and understanding.
Interprets the community to the organization.	Identifies needs the organization can meet.

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Topic: 2. Governance	Replaces: January 1, 2011
Subject: 2.03. Honoraria By-Law & Rates	
Policy No. B.2.03.	Page 1 of 2

**POLICY**

**Honoraria By-Law & Rates**

Whereas it is the Board's intent to provide members with equitable compensation for time spent on Board business, and whereas this business takes many forms,

Be it resolved that the Board may from time to time establish honoraria for the following:

- 1) The Chair of the Board, the Chairs of Committees and all Board members shall receive varied monthly stipends related to their respective responsibilities, in addition to the honorarium rate of regular members for meetings attended.

The honorarium for the Vice-Chair be the same as other members unless he/she is replacing or acting on behalf of the chair at which time his/her honorarium will be equal to that of the Chair.

- 2) Committee Chairs shall receive their stipends on a monthly basis when their Committees are active on Board business. Remunerations shall cease when the Committees are dissolved by the Board or when they are inactive because their tasks are completed.
- 3) An honorarium shall be established for Board meetings.
- 4) Committee or other Board sanctioned meetings shall be remunerated at a specific rate.
- 5) An effort shall be made by all Chairs to co-ordinate their Committee meeting times, to permit members to attend separate committee meetings within a given day.
- 6) Only meetings called by the Chair of the Board, by Committee Chairs or as permitted by other Board By-Laws shall be remunerated.
- 7) Attendance at conventions or training sessions, or other events sanctioned by the Board shall be remunerated at the conference rate.
- 8) Members having to travel on the day before or after meetings sanctioned

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by the Board shall be remunerated at \$50.

- 9) Only members named to Committees by the Board, unless specifically requested to attend by the Chair, shall be remunerated for Committee meeting attendance.
- 10) Conference calls of three or more persons shall be remunerated at a specific rate.
- 11) The Board Honoraria and meeting rates will be adjusted on annual basis by the same percentage increase approved by the Board for wages of its administrative staff. Any such increases will not be subject to retroactive calculations.**
- 12) A market study of Honoraria rates across DSSABs/CMSMs will be conducted in the third year of each Boards term. The information will be used to determine the adequacy of Boards Honoraria and meeting attendance rates.

**Honoraria Rates**

**Established June 2010 but effective January 1<sup>st</sup>, 2011**

- Chair of the Board - \$300 per month
- Board members - \$ 25 per month
- Committee Chair - \$100 per month for Committees active in that month

**MEETINGS ATTENDED**

- Board meeting - \$125
- Committee meetings \$ 75
- Travel on a non meeting day - \$ 50
- Conference Calls \$ 25
- Conferences \$125 per day



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<b>POLICY</b>
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### **Board Member Travel By-Law**

Whereas the Manitoulin-Sudbury DSB wishes to provide a fair and equitable allowance for out of pocket expenses when Board Members travel on Board business.

Therefore the Manitoulin-Sudbury DSB enacts the following:

- 1) DSB provided Board Member Expense Claims shall be the standard form to be used and remitted to the appropriate person within ~~seven (7)~~ **thirty (30)** days after the elected Board member events (e.g. – conferences and seminars).
- 2) All travel expense claims submitted for reimbursement shall be verified and approved by the Chair. The Chair's submitted expense claims shall be verified and approved by another designated Board member.
- 3) Advance requests, submitted at least ten (10) working days before an event, provided the amount is approximately equal to the expenses to be incurred, will be honoured.
- 4) The Board will defray the costs associated with Board members' attendance at Board approved conferences, seminars and other functions.
- 5) Expenses, such as, air, bus, train, rental and taxi fares shall be supported by actual receipts.
- 6) Meals and Kilometrage shall be reimbursed at the rate established by the Board Human Resources Policy Manual.
- 7) Kilometrage for members of the Board will be calculated from their qualifying property for the purposes of municipal elections or in the case of TWOMO members, from the qualifying property for the purposes of TWOMO elections or their permanent residence, whichever is closer to the DSB Main Office.
- 8) Reasonable incidental expenses, such as, gratuities, telephone calls, or unforeseen disbursements shall be reimbursed. Amounts above ten (10) dollars shall be reimbursed upon submission of receipts.

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9) Expenses to be incurred and reimbursed when entertaining DSB business guests related to any event shall be approved by the Board.

**10) REVOKED as of January 1, 2019** ~~A maximum of two Board members shall habitually be expected to attend conferences and seminars where elected Board member attendance is normally expected. The paid attendance of more than two Board members shall require the prior approval of the Board. The Board's prior approval will also be required in those instances where the CAO seeks to have more than two DSB employees (including himself/herself) also in attendance.~~

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<b>POLICY</b>
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It is the intent of the DSB to reimburse staff for any out-of pocket expenses, which have been incurred in the performance of their regular duties or on approved specific travel, provided that the amounts claimed are deemed reasonable under the circumstances.

<b>PROCEDURE</b>
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Business travel will take place in the most economic and time efficient manner.

- DSB will not reimburse any personal expenditure, which is not allowable under CRA rules.
- Where employees are required to travel on DSB business they will submit a claim for these costs. However, travel costs between an employee's home and the regular place of work, including parking fees, will not be reimbursed.

### **Travel Authorization**

- All travel out of the jurisdiction must be approved by the Manager of the department.
- All travel out of the Province must be approved by the Board Chair.
- Travel costs will be approved in advance based on an annually approved travel plan. If the plan is to be varied or if unexpected travel costs arise, separate approval will be requested. When travel has occurred, the expenses will be counter signed by the original approving person or designated person.

<b>Position</b>	<b>Travel Approved by</b>	<b>Expense Request Counter Signed</b>
CAO	Board Chair	Board Chair
Directors / Managers	CAO	CAO
Supervisors	Manager	Manager
Staff	Supervisor or Manager	Supervisor or Manager

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## **Expense Reports**

- Travel accounts must be submitted within 60 days and cannot be accumulated. Expense reports not submitted on time may not be reimbursed. Any expenses for the calendar year must be submitted before January 15<sup>th</sup> of the following year or will not be reimbursed.

## **Reporting Requirements:**

- All employees traveling will have some method of reporting the results of their travel. Union staff will share the results of visits through the proper completion of their calendar **and will submit a weekly calendar along with their expense request.**
- Staff attending educational courses will be expected to share the results of their attendance with their immediate supervisor.

## **Management Employees' Reporting Requirements**

- The CAO, Directors and Managers must retain the agenda/minutes/programs of any conference/seminar/training event they attend.
- The CAO, Directors, Managers and Supervisors will submit a weekly calendar along with their expense request. The calendars should act as a cross-reference for the requested expense reimbursement.
- The CAO, Directors and Managers will indicate on the expense claim form the general activity for each date so we can track the impact of membership on committees or the impact of provincial initiatives.

## **Shared Travel**

Periodically, two or more staff may be traveling to a single location. In those cases, if scheduling permits, staff are expected to travel together. When scheduling **prevents** shared travel, the appropriate supervisor must be advised in advance of the trip as to the reasons why. For large functions, staff will be advised as to how expenses will be approved.

- Staff in area offices should rotate the driving to insure and promote fairness.

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- If the staff involved decide they do not want to travel together, they will each be reimbursed for equal shares of the total **kilometrage** cost of the trip. Any alternate arrangement must be approved by the Supervisor/Manager.

### Receipts

- All expenditures for which reimbursement is requested must be supported by original detailed receipts (not just credit card receipt).
- Should the original receipt not be available, a short written explanation should be noted on the expense claim. Payment of such an expense is at the discretion of the approving authority.
- Items for which receipts are not available such as gratuities and **kilometrage** should be deemed reasonable under the circumstances.

### Use of Personal Vehicle

- Compensation for the use of an employee-owned vehicle will be made based on the **kilometrage** rates below. These rates are all-inclusive (usage, fuel, insurance, etc.) and reviewed regularly by the Board and subject to change based on CRA guidelines:

<b><u>Km Driven per Calendar Year</u></b>	<b><u>Rate Paid</u></b>
0 to 5,000 km	\$0.52 per km
5,000 km +	\$0.46 per km

- No reimbursement shall be made for traffic or parking violations, or items normally covered under a comprehensive personal vehicle insurance policy, or any insurance deductibles.
- During normal business hours, an employee shall be reimbursed for all distances travelled when the employee starts at their normal place of work and ends at their normal place of work.
- Where an employee's business results in them having a meeting out of the office, and where the timing of the meeting results in them either leaving from home or returning to home Kilometrage will be provided based on the following:
  1. When leaving from home to attend a meeting, the distance travelled to the meeting either from home (permanent residence) or their

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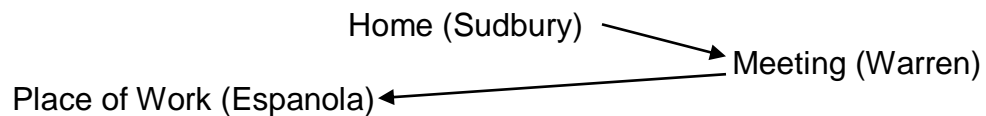
place of work (whichever is closer) to the meeting. Then after the meeting the distance travelled to your final destination (home or place of work).

2. When leaving work to attend a meeting, the distance travelled to the location of the meeting. Then after the meeting either the distance travelled to your home (permanent residence) or place of work (whichever is closer).

- **For greater clarity on the above, please refer to the examples below.**

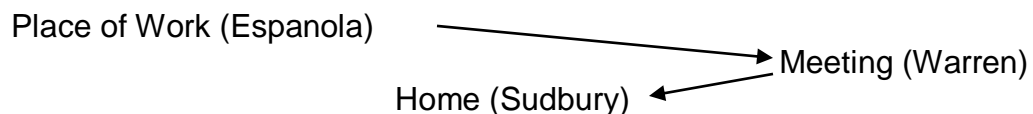
- A. Employee A works in Espanola but lives in Sudbury. They have a morning meeting in Warren. According to the above when leaving home to attend a meeting an employee may claim from their home or place of work, (whichever is closer) to the meeting.

In this case Employee A may claim from their Home (Sudbury) to place of meeting (Warren), and then to their place of work (Espanola), as long as they returned to Espanola to continue their work day.



- B. Employee A works in Espanola but lives in Sudbury. They have an afternoon meeting in Sudbury and started their work day in Espanola. According to the above Employee A may claim when leaving work to attend a meeting, the distance travelled to the location of the meeting, then after the meeting either the distance travelled to their home (permanent residence) or place of work (whichever is closer).

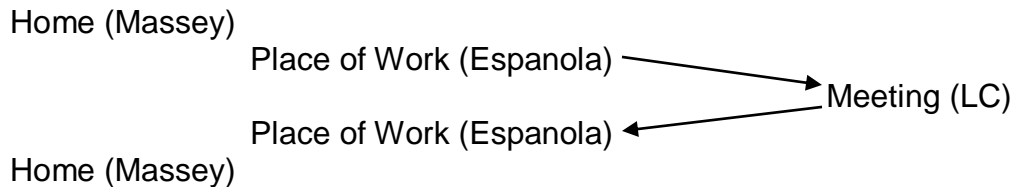
In this case Employee A may claim from their place of work (Espanola) to place of the meeting (Sudbury), and then to their Home in Sudbury as long as they return home after the meeting.



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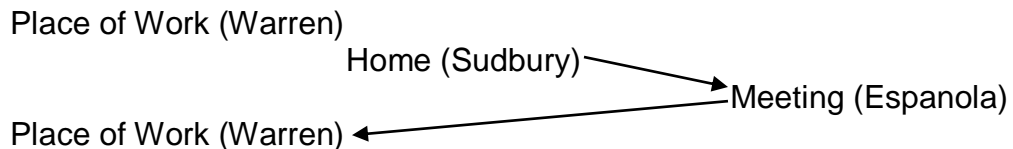
**C.** Employee B works in Espanola but lives in Massey. They have a morning meeting in Little Current. According to the above when leaving home to attend a meeting an employee may claim from their home or place of work, (whichever is closer) to the meeting.

In this case Employee B may claim from their place of work (Espanola) to place of meeting (Little Current) and then back to their place of work (Espanola). In this case their regular place of work is closer to the meeting than their permanent residence.



**D.** Employee C works in Warren but lives in Sudbury. They have a morning meeting in Espanola. According to the above when leaving home to attend a meeting an employee may claim from their home or place of work, whichever is closer to the meeting.

In this case Employee C may claim from their Home (Sudbury) to place of the meeting (Espanola), and then to their place of work (Warren) as long as they returned to Warren to continue their work day.



### **Rental Vehicles and Taxis**

- Rental vehicles should be used when other methods of transportation, such as DSB owned vehicles, are not available or where a rental vehicle is the lowest cost alternative. Rental vehicle collision insurance should be obtained.

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- Rental vehicles should be mid-size models. Exceptions may be allowed depending on weather, location and reason for use.
- Reasonable use should be made of taxis and airport limousines. Where possible, hotel shuttles or airport buses should be used.

### **Accommodation Expenses**

- The expenses actually incurred for overnight accommodations will be reimbursed provided that the standard accommodation is considered reasonable by the approving authority.

Employees should always ask for the lowest possible rate (e.g. government rates may be lower than conference and regular rates).

Employees will be reimbursed for **\$75** per night for private accommodations.

### **Meal Expenses**

- The maximum per meal and/or per day is outlined below and includes all taxes and gratuities.

For travel within the Districts of Manitoulin <b>and</b> Sudbury		For Travel outside the Districts of Manitoulin <b>and</b> Sudbury	
Breakfast	\$10.00	Breakfast	\$12.00
Lunch	\$15.00	Lunch	\$18.00
Dinner	\$25.00	Dinner	\$30.00
Total	\$50.00	Total	\$60.00

- Employees are not required to submit receipts with their expense accounts.
- Employees are eligible to claim the per day maximum if they are away from home for all three meals which must include an overnight stay.
- Employees may only claim breakfast if their travel time requires them to leave their home or their workplace whichever is closest to their destination 2 hours prior to their normal shift start time. Employees may only claim dinner if they are unable to return home or to their workplace from their trip, whichever is closest, within 2 hours of their normal shift end time.
- Employees will not be reimbursed for meals which exceed the amounts approved above. The CAO may approve exceptions under extenuating



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circumstances.

- Meals will not be reimbursed for travel within 25 km of your home reporting office. Any exception requires the CAO approval.
- Where an employee performs more than two hours of overtime work continuous with and following the employee's shift, the employee shall receive a meal allowance of \$12.00.
- Where meals are included in conferences or meetings, no meal claims can be made. The same holds true for travel that does not necessitate the employee to be away from home during all three meals.

### **Parking**

- Parking fees incurred when traveling on DSB business are considered to be an eligible expense. Receipts are required for reimbursement.

### **Personal Phone Calls**

- When an employee is travelling on DSB business and is required to stay overnight in a hotel, they will be allowed one personal call per night, to call their family, to a maximum cost of \$15. A receipt or proof will be required.

### **Non-Reimbursable Expenditures**

- No employee will be reimbursed for the following types of expenditures:
  - Alcoholic Beverages
  - Dry Cleaning/Laundry
  - Entertainment

### **Allowances are paid by request only**

- Individuals are not obligated to request an allowance if they choose not to. However, once a travel payment request has been submitted, the matter is considered closed and no retroactive payments for unclaimed allowances will be honoured beyond the 60-day period.
- Management staff may on an irregular basis take staff to lunch if they are engaged in staff meetings or training. Staff will not individually submit for this lunch; it should be submitted by the most Senior Management staff person in attendance.

### **Advances**

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: C. Human Resources	Effective Date: <b>January 1, 2019</b>
Topic: 2. Pay and Performance	Replaces: Jan 1, 2011
Subject: Travel Expenditure	
Policy No. C.2.09	Page 8 of 9

- The CAO, Directors, Managers and staff will, upon their request, be issued an advance for travel expense. It will be determined by the requestor's immediate supervisor whether this advance will be a one-time advance or a standing advance. A one-time advance will be used when the requestor is not required to travel on an ongoing basis.
- A one-time advance will be recouped upon the submission of the expense claim for the intended travel.
- Standing advances will be reviewed annually and determined whether still required. If no longer required, the supervisor will meet with the requestor to negotiate a repayment schedule. The repayment schedule is not to exceed 2 years. The requestor will sign the Repayment Agreement (see attached) and a copy will be sent to finance and HR.

### **Definitions**

“Regular place of work” refers to the location where the employee must report on a regular basis.

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: C. Human Resources	Effective Date: <b>January 1, 2019</b>
Topic: 2. Pay and Performance	Replaces: Jan 1, 2011
Subject: Travel Expenditure	
Policy No. C.2.09	Page 9 of 9

## **CASH ADVANCE REPAYMENT AGREEMENT**

Employee: \_\_\_\_\_

I hereby acknowledge that I have an outstanding cash advance in the amount of \_\_\_\_\_ which was received on \_\_\_\_\_. I acknowledge that I no longer require this cash advance for travel purposes.

I agree to a payroll deduction in the amount of \_\_\_\_\_ effective \_\_\_\_\_, 2015 until the entire amount is repaid.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_







<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: <b>Jan. 1, 2015</b>
Topic: 2. Governance	Replaces: July 1, 2010
Subject: 2.06. Computer Policy	
Policy No. B.2.06.	Page 1 of 1

**POLICY**

The Board requires, for its ongoing functioning, that Board members have access to a personal computing device which is connected to the Internet. The Board meetings have been conducted using a paperless environment for many years and this will continue by the introduction of tablets to replace the use of computers and/or laptops by Board members. The Board will assist its members in the following manner.

Where a Board member does not have a personal computer or tablet to connect to the internet, the Board will provide (loan) the Board member a wireless tablet. The tablet will be provided in order to allow the Board member to access Board documents required for review prior to regular DSB Board meetings. The loaned equipment will be returned to the DSB when the individual ceases to be a member of the Board.

DSB Board Member will be responsible for their own printing needs and the associated costs for printing supplies.

**Internet Service**

Where a Board member does not have internet service, the DSB will assist Board members with the reasonable cost of the initial internet installation costs.

DSB Board Member will be responsible for the ongoing monthly costs associated with internet connection charges and wireless capabilities.

**Acknowledgement of Computer/Equipment Loan**

Each Board member receiving a tablet will sign a receipt for the equipment received. This receipt will specify the equipment which has been provided. The tablet remains the property of the Manitoulin-Sudbury District Services Board.

Only persons authorized by the Board’s Information Technology staff shall provide any service to the equipment.

The Board member is solely responsible for any lost, stolen or damaged equipment.

It is agreed that the tablet will be returned to the DSB one month following the end of an individual’s tenure as a Board member.





# Committee Terms of Reference



<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: July 1, 2010
Topic: 2. Governance	
Subject: 2.12. Program Planning Committee	
Policy No. B.2.12.	Page 1 of 2

## **Terms of Reference**

### **1. COMPOSITION OF THE COMMITTEE**

The Program Planning (the "Committee") is created by and responsible to the Board of the Manitoulin-Sudbury District Services Board (DSB).

The Committee shall be comprised of Board members and be elected by the Board of Directors of the DSB. The number of directors on the Program Planning Committee shall change from time to time. Effective January 1, 2010 there shall be five (5) members of the Committee plus the Board Chair who shall sit as an ex-officio member. The quorum at a meeting shall be three (3) members.

### **2. MANDATE OF THE COMMITTEE**

The Committee shall monitor, evaluate, advise and make recommendations to the DSB with respect to policies and strategic matters related to programs for which the Board is responsible or for which the Board will become responsible. The Committee shall also consider any other matter delegated to the Committee by the Board.

### **3. TERMS OF REFERENCE**

The duties and responsibilities of the Committee shall include the following:

- Ensure that the DSB has appropriate policies and procedures in place for the operation of its programs.
- Review recommendations regarding any other topics related to the major aspects of the management of programs.
- As required during the year, and at the discretion of the Chair of the Committee, the Committee shall report to the Board of Directors with respect to the above-mentioned activities during the year with such recommendations as are deemed desirable in the circumstances.

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: July 1, 2010
Topic: 2. Governance	
Subject: 2.12. Program Planning Committee	
Policy No. B.2.12.	Page 2 of 2

#### **4. ORGANIZATION AND PROCEDURES**

- The committee will meet from time to time at the call of the Chair.
- The Chair of the Board and the Chair of the Committee shall, in consultation with the Chief Administrative Officer and the appropriate Director or Program Manager, set the agenda, which shall then be circulated among the Committee members.
- A designated staff person shall act as secretary of the Committee.
- The Committee will annually review its own terms of reference to ensure they continue to be appropriate, assess its own performance, and make recommendations to the DSSAB Board as required.

#### **5. REPORTING**

The Chair of the Committee shall provide an oral report with respect to its activities, discussions and recommendations as appropriate.

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: July 1, 2010
Topic: 2. Governance	
Subject: 2.13. Human Resources Committee	
Policy No. B.2.13.	Page 1 of 2

## **Terms of Reference**

### **1. COMPOSITION OF THE COMMITTEE**

The Board Human Resources Committee (the "Committee") is created by and responsible to the Board of the Manitoulin-Sudbury DSB.

The Human Resources Committee shall be comprised of Board members and be elected by the Board of Directors of the Manitoulin-Sudbury DSB. The number of directors on the Human Resources Committee shall change from time to time. Effective September 27, 2006 there shall be five (5) members of the Committee plus the Board Chair who shall sit as an ex-officio member. The quorum at a meeting shall be three (3) members.

### **2. MANDATE OF THE COMMITTEE**

The Committee shall monitor, evaluate, advise and make recommendations to the Manitoulin-Sudbury DSB with respect to policies and strategic matters related to human resources and personnel issues for which the Board is responsible. The Committee shall also consider any other matter delegated to the Committee by the Board.

### **3. TERMS OF REFERENCE**

The duties and responsibilities of the Committee shall include the following:

- Ensure that Manitoulin-Sudbury DSB has appropriate human resources policies and procedures in place for the organization. Review and approve material changes to personnel policies of the Manitoulin-Sudbury DSB that are outside the regular collective bargaining process and consider trends affecting such policies.
- Review recommendations regarding any other topics related to the major aspects of management of human resources, including any major restructuring of the Manitoulin-Sudbury DSB as may be recommended by the Chief Administrative Officer.
- Oversee the Compensation Plan for non-union employees of the Manitoulin-Sudbury DSB, and make recommendations to the Board for compensation levels.

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: July 1, 2010
Topic: 2. Governance	
Subject: 2.13. Human Resources Committee	
Policy No. B.2.13.	Page 2 of 2

- Oversee the recruitment of, and recommend the appointment of the Chief Administrative Officer.
- Review and recommend collective bargaining strategies to the Board for approval.
- As required during the year, and at the discretion of the Chair of the Committee, the Committee shall report to the Board of Directors with respect to the above-mentioned activities during the year with such recommendations as are deemed desirable in the circumstances.
- Ensure appropriate orientations of Board Members and manage Board evaluation process.

#### **4. ORGANIZATION AND PROCEDURES**

- The committee will meet from time to time at the call of the Chair.
- The Chair of the Board and the Chair of the Committee shall, in consultation with the Chief Administrative Officer and the Director of Human Resources, set the agenda, which shall then be circulated among the Committee members.
- The Director of Human Resources shall act as secretary of the Committee.
- The Committee will annually review its own terms of reference to ensure they continue to be appropriate, assess its own performance, establish an annual work plan (a copy of which shall be provided to all Board members) and make recommendations to Manitoulin-Sudbury DSB Board as required.

#### **5. REPORTING TO THE BOARD**

The Chair of the Committee shall provide an oral report during the in-camera session of the following Board meeting with respect to its activities, discussions and recommendations.

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: July 1, 2010
Topic: 2. Administration	
Subject: 2.14. Emergency Planning Committee	
Policy No. B.2.14.	Page 1 of 2

## **Terms of Reference**

### **1. COMPOSITION OF THE COMMITTEE**

The Emergency Planning Committee (the "Committee") is created by and responsible to the Board of the Manitoulin-Sudbury DSB.

The Committee shall be comprised of Board members and be elected by the Board of Directors of the Manitoulin-Sudbury DSB. The number of directors on the Emergency Planning Committee shall change from time to time.

Effective March 1, 2010 there shall be 5 members of the Committee plus the Board Chair who shall sit as an ex-officio member. The quorum at a meeting shall be 3 members.

### **2. MANDATE OF THE COMMITTEE**

The Committee shall monitor, evaluate, advise and make recommendations to the Manitoulin-Sudbury DSB with respect to policies and strategic matters related to an Emergency Response Plan for the Manitoulin-Sudbury DSB, the Business Continuity Plans of the Manitoulin-Sudbury DSB departments and the interrelationship of those plans with municipal Emergency Response Plans.

### **3. TERMS OF REFERENCE**

The duties and responsibilities of the Committee shall include the following:

1. Ensure that Manitoulin-Sudbury DSB has an appropriate Emergency Response Plan
2. Ensure each department has an adequate and appropriate Business Continuity Plan
3. Ensure there is effective communication with member municipalities to remove any confusion related to the Manitoulin-Sudbury DSB role with regards to municipally declared emergencies
4. Identify ways in Manitoulin-Sudbury DSB could support local municipal emergency planning

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: July 1, 2010
Topic: 2. Administration	
Subject: 2.14. Emergency Planning Committee	
Policy No. B.2.14.	Page 2 of 2

#### **4. ORGANIZATION AND PROCEDURES**

- The committee will meet from time to time at the call of the Chair.
- The Chair of the Board and the Chair of the Committee shall, in consultation with the Chief Administrative Officer set the agenda, which shall then be circulated among the Committee members.
- The Executive Assistant shall act as secretary of the Committee.
- The Committee will annually review its own terms of reference to ensure they continue to be appropriate, assess its own performance, establish an annual work plan and make recommendations to Manitoulin-Sudbury DSB Board as required.

#### **5. REPORTING**

The Chair of the Committee shall provide an oral report with respect to its activities, discussions and recommendations as appropriate.



<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: July 1, 2010
Topic: 2. Governance	Replaces: January 27, 2009
Subject: 2.15. Strategic Planning Committee	
Policy No. B.2.15.	Page 1 of 2

## **Terms of Reference**

### **1. COMPOSITION OF THE COMMITTEE**

The Strategic Planning Committee (the "Committee") is created by and responsible to the Board of the Manitoulin-Sudbury DSB.

The Strategic Planning Committee shall be comprised of Board members and be elected by the Board of Directors of the Manitoulin-Sudbury DSB. The number of directors on the Strategic Planning Committee shall change from time to time. Effective January 1, 2009 there shall be four (4) members of the Committee plus the Board Chair who shall sit as an ex-officio member. The quorum at a meeting shall be three (3) members.

### **2. MANDATE OF THE COMMITTEE**

The Committee shall be struck to recommend to the Board how it should proceed to address the recommendations in the Strategic Plan. Committee shall also consider any other matter delegated to the Committee by the Board.

### **3. TERMS OF REFERENCE**

The duties and responsibilities of the Committee shall include the following:

- Review recommendations within the Strategic Plan and set priorities as to which recommendations will be implemented.
- Oversee the implementation of Strategic Plan recommendations
- As required during the year, and at the discretion of the Chair of the Committee, the Committee shall report to the Board of Directors with respect to the above-mentioned activities during the year with such recommendations as are deemed desirable in the circumstances.

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: July 1, 2010
Topic: 2. Governance	Replaces: January 27, 2009
Subject: 2.15. Strategic Planning Committee	
Policy No. B.2.15.	Page 2 of 2

#### **4. ORGANIZATION AND PROCEDURES**

- The committee will meet from time to time at the call of the Chair.
- The Chair of the Board and the Chair of the Committee shall, in consultation with the Chief Administrative Officer set the agenda, which shall then be circulated among the Committee members.
- The Executive Assistant to the CAO shall act as secretary of the Committee.

#### **5. REPORTING TO THE BOARD**

The Chair of the Committee shall provide an oral report to the Board with respect to its activities, discussions and recommendations.

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: <b>May 1, 2013</b>
Topic: 2. Governance	Replaces: Nov. 1, 2011
Subject: 2.16. Finance Committee	
Policy No. B.2.16.	Page 1 of 3

## **Terms of Reference**

### **1. COMPOSITION OF THE COMMITTEE**

The Finance Committee (the "Committee") is created by and responsible to the Board of the Manitoulin-Sudbury District Services Board (DSB).

The Committee shall be comprised of Board members and be elected by the Board of Directors of the DSB. The number of directors on the Finance Committee shall change from time to time. Effective January 1, 2009 there shall be six (6) members of the Committee plus the Board Chair who shall sit as an ex-officio member. The quorum at a meeting shall be four (4) members.

### **2. MANDATE OF THE COMMITTEE**

The Committee shall monitor, evaluate, advise and make recommendations to the DSB with respect to policies and strategic matters related to Finance for which the Board is responsible. The Committee shall also consider any other matter delegated to the Committee by the Board.

### **3. TERMS OF REFERENCE**

The duties and responsibilities of the Committee shall include the following:

- Review the integrity and effectiveness of policies regarding the financial operations, systems of internal control and reporting mechanisms of the Board and ensure that they are in accordance with generally accepted accounting principles and practices;
- Inquire into the major financial risks faced by the Board and the appropriateness of related controls to minimize their potential impact; and
- Review control weaknesses detected in the prior year's audit and determine whether all practical steps have been taken to overcome them.

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: <b>May 1, 2013</b>
Topic: 2. Governance	Replaces: Nov. 1, 2011
Subject: 2.16. Finance Committee	
Policy No. B.2.16.	Page 2 of 3

## **Annual Financial Statements**

- Review the audited financial statements of the Organization and report to the Board prior to the Board's approval **if required**;
- **If required** review the external auditor's post-audit or management letter which may document weaknesses in the accounting system or in the internal control systems and which contain recommendations of the external audit, and management's response and subsequent follow-up to any identified weakness;
- Meet with the external auditors with regard to the adequacy of the internal accounting controls and similar matters, and review management responses to ascertain whether there are concerns that should be brought to the Committee's attention;
- Review any problems experienced by the external auditor in performing the audit, including any restrictions imposed by management or significant accounting issues on which there was a disagreement with management, or situations where management seeks a second opinion on a significant accounting issue; and
- Meet privately with management to determine whether the external audit was performed in a professional manner, in accordance with the audit engagement letter and any other contractual agreement in place for these services, and to receive management's recommendation regarding the appointment or re-appointment of external auditors.

## **Financial Policies**

- Ensure that Manitoulin-Sudbury DSB has appropriate policies and procedures in place for the operation of the Finance Department.

## **Budget**

The Committee will review the budget and make a recommendation to the full Board.

Budgets must be passed by a simple majority of the Board to be accepted.

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: <b>May 1, 2013</b>
Topic: 2. Governance	Replaces: Nov. 1, 2011
Subject: 2.16. Finance Committee	
Policy No. B.2.16.	Page 3 of 3

#### **4. ORGANIZATION AND PROCEDURES**

- The committee will meet from time to time at the call of the Chair.
- The Chair of the Board and the Chair of the Committee shall, in consultation with the Chief Administrative Officer and the Director of Finance, set the agenda, which shall then be circulated among the Committee members.
- The Director of Finance shall act as secretary of the Committee.
- The Committee will annually review its own terms of reference to ensure they continue to be appropriate, assess its own performance, establish an annual work plan (a copy of which shall be provided to all Board members) and make recommendations to the DSB Board as required.

#### **5. REPORTING**

The Chair of the Committee shall provide an oral report with respect to its activities, discussions and recommendations as appropriate.



<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: July 1, 2010
Topic: 2. Governance	
Subject: 2.17. Property Committee	
Policy No. B.2.17.	Page 1 of 2

## **Terms of Reference**

### **1. COMPOSITION OF THE COMMITTEE**

The Property Committee (the "Committee") is created by and responsible to the Board of the Manitoulin-Sudbury District Services Board (DSB).

The Property Committee shall be comprised of Board members and be elected by the Board of Directors of the DSB. The number of directors on the Property Planning Committee shall change from time to time. Effective January 1, 2010 there shall be five (5) members of the Committee plus the Board Chair who shall sit as an ex-officio member. The quorum at a meeting shall be three (3) members.

### **2. MANDATE OF THE COMMITTEE**

The Committee shall monitor, evaluate, advise and make recommendations to the DSB with respect to policies and strategic matters related to Board owned and leased properties for which the Board is responsible. The Committee shall also consider any other matter delegated to the Committee by the Board.

### **3. TERMS OF REFERENCE**

The duties and responsibilities of the Committee shall include the following:

- Ensure that the DSB has appropriate physical plant for the organization;
- Review recommendations regarding any improvements to Board owned or leased properties;
- Review recommendation regarding the sale or the acquisition of properties;
- Review recommendations regarding the renewal or termination of leases.
- Provide leadership and guidance related to energy saving projects or retrofits for energy saving purposes;

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: July 1, 2010
Topic: 2. Governance	
Subject: 2.17. Property Committee	
Policy No. B.2.17.	Page 2 of 2

- As required during the year, and at the discretion of the Chair of the Committee, the Committee shall report to the Board of Directors with respect to the above-mentioned activities during the year with such recommendations as are deemed desirable in the circumstances.

#### **4. ORGANIZATION AND PROCEDURES**

- The committee will meet from time to time at the call of the Chair.
- The Chair of the Board and the Chair of the Committee shall, in consultation with the Chief Administrative Officer and the Supervisor Infrastructure & Asset Management or the appropriate Program Manager(s), set the agenda, which shall then be circulated among the Committee members.
- The Supervisor Infrastructure & Asset Management shall act as secretary of the Committee.
- The Committee will annually review its own terms of reference to ensure they continue to be appropriate, assess its own performance, establish an annual work plan (a copy of which shall be provided to all Board members) and make recommendations to the DSB Board as required.

#### **5. REPORTING TO THE BOARD**

The Chair of the Committee shall provide an oral report during the in-camera session of the following Board meeting with respect to its activities, discussions and recommendations as appropriate.



<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: July 1, 2010
Topic: 2. Governance	
Subject: 2.18. French Language Services Committee	
Policy No. B.2.18.	Page 1 of 1

## **Terms of Reference**

### **1. MEMBERSHIP**

Three Board Members - voting

CAO (non-voting)

Human Resources (non-voting)

Other persons as required by the Committee i.e.: the Director of Integrated Social Services and/or other staff (staff are non-voting members)

### **2. FREQUENCY OF MEETINGS**

The Committee will meet at a minimum yearly. If changes to the FLS plan are approved, a second meeting in that year should occur to ensure full implementation of the changes.

### **3. ROLE OF THE COMMITTEE**

- Review the current French Language Services Plan (FLS).
- Assess whether changes or adjustments should be made to the FLS Plan.
- Ensure the FLS plan is being followed with regards to the hiring and promotion of staff.
- Establish French Language testing requirements and ensure testing is done in a fair and objective manner.
- Ensure new program information for clients is available in French.

### **4. DUTY TO REPORT**

- Prepare a report to the Board discussing the actions it has taken and the assistance the Committee has had in fulfilling its duties; and
- Prepare a report to Board/Members describing the FLS Committee activities during the past report period.  
Recommend changes as the Committee deems appropriate.
- Report on whether the Board is meeting the requirements under the legislation.



<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: <b>June 18, 2012</b>
Topic: 2. Governance	Replaces: June 18, 2012
Subject: 2.19 Ad-hoc Board Representation Committee	
Policy No. B.2.19.	Page 1 of 2

## **Terms of Reference**

### **1. Composition of the Ad-Hoc Committee**

The Manitoulin-Sudbury DSB Board approved the creation of an Ad-hoc Committee to study DSB Board Representation.

The Committee shall be comprised of a member from each of the seven (7) jurisdictions that are represented in our catchment area to study the DSB Board representation model. The committee members shall obtain input from any and all municipalities who do not have a representative sitting on the committee.

The members within each of the seven (7) DSB areas will choose a current DSB Board member to be their representative on the committee.

The quorum at a meeting shall be four (4) members.

### **2. Mandate of the Committee**

The Ad-hoc Committee was established by the Board for the sole purpose of studying the DSB Board representation model. The original Board Representation Model was established and approved by double majority in 1998 and the Board sought a review of the current model to ensure it meets the needs of the member municipalities and Territories Without Municipal Organization.

The committee shall complete their mandate and report back to the Board by the November 22, 2012 Board Meeting.

Thereafter an ad hoc committee will be formed every 10 years to review the DSB Board representation model. The next review would occur in 2022.

<b>Manitoulin-Sudbury District Services Board POLICY &amp; PROCEDURES MANUAL</b>	
Section: B. General Administration	Effective Date: <b>June 18, 2012</b>
Topic: 2. Governance	Replaces: June 18, 2012
Subject: 2.19 Ad-hoc Board Representation Committee	
Policy No. B.2.19.	Page 2 of 2

### **3. Terms of Reference**

The duties and responsibilities of the Committee shall include the following:

- Study and review the existing Board representation model established and approved in 1998.
- Per Board [Resolution 12-76](#) approved on September 27, 2012, the Board has approved travel, meals, accommodation and Honorarium expenses for DSB Board members attending Ad-Hoc Committee meetings.
- Report the committee findings to the Manitoulin-Sudbury DSB Board.

### **4. Organization and Procedures**

- The committee will meet from time to time at the call of the Chair.
- The Chair of the Board and the Chair of the Committee shall, in consultation with the Chief Administrative Officer (CAO) set the agenda, which shall then be circulated among the Committee members.
- The CAO shall act as secretary of the Committee.

### **5. Reporting**

The Chair of the Committee shall provide an oral report with respect to its activities, discussions and recommendations as appropriate to the Board at the November 22, 2012 Board meeting.

Finance



# 2019 TOTAL BUDGET

Cost Centre	2019 Total Budget	2018 Total Budget	% Variance Gross Program	2019 Fed/Prov Share	2018 Fed/Prov Share	2019 Municipal Share	2018 Municipal Share	Municipal Variance	% Variance Program	% Variance of Total Municipal
<b>Ontario Works Programs</b>	8,904,227	8,328,514	6.91%	8,167,673	7,594,402	736,554	734,112	2,442		0.02%
OW Program Support	625,291	602,577		312,646	301,288	312,646	301,288	11,357		
<b>Net Ontario Works</b>	<b>9,529,519</b>	<b>8,931,091</b>		<b>8,480,319</b>	<b>7,895,690</b>	<b>1,049,200</b>	<b>1,035,400</b>	<b>13,800</b>	1.33%	<b>0.13%</b>
<b>Children's Services</b>	7,179,875	7,101,190	1.11%	6,921,902	6,843,218	257,972	257,972	0		
CS Program Support	383,336	368,065		15,270	0	368,066	368,065	0		
<b>Net Children's Services</b>	<b>7,563,210</b>	<b>7,469,256</b>		<b>6,937,172</b>	<b>6,843,218</b>	<b>626,038</b>	<b>626,038</b>	<b>0</b>	0.00%	<b>0.00%</b>
<b>Social Housing</b>	2,702,403	2,712,589	-0.38%	899,759	920,305	1,802,644	1,792,284	10,360		0.10%
Housing Program Support	449,090	450,175		0	0	449,090	450,175	(1,085)		
	3,151,493	3,162,764		899,759	920,305	2,251,734	2,242,459	9,275		
Investment in Affordable Housing Program	391,910	580,585		391,910	580,585	0	0	0		
<b>Net Social Housing</b>	<b>3,543,403</b>	<b>3,743,348</b>		<b>1,291,669</b>	<b>1,500,890</b>	<b>2,251,734</b>	<b>2,242,459</b>	<b>9,275</b>	0.41%	<b>0.09%</b>
<b>Paramedic Services</b>	16,145,206	15,056,394	7.23%	10,379,399	9,354,709	5,765,807	5,701,686	64,121		0.62%
Paramedic Services Program Support	860,813	831,404				860,813	831,404	29,408		
<b>Net Paramedic Services</b>	<b>17,006,019</b>	<b>15,887,799</b>		<b>10,379,399</b>	<b>9,354,709</b>	<b>6,626,619</b>	<b>6,533,090</b>	<b>93,529</b>	1.43%	<b>0.90%</b>
<b>Program Budget</b>	35,323,621	33,779,272	2.94%	26,760,644	25,293,218	8,562,977	8,486,054	76,924		0.74%
Program Support	2,318,530	2,252,221		327,916	301,288	1,990,614	1,950,933	39,681		
<b>Subtotal</b>	<b>37,642,151</b>	<b>36,031,493</b>		<b>27,088,560</b>	<b>25,594,507</b>	<b>10,553,591</b>	<b>10,436,987</b>	<b>116,605</b>		
Interest Revenue	(99,163)	(99,163)		0	0	(99,163)	(99,163)	0		
<b>Net Budget</b>	<b>37,542,988</b>	<b>35,932,330</b>		<b>27,088,560</b>	<b>25,594,507</b>	<b>10,454,428</b>	<b>10,337,824</b>	<b>116,605</b>		<b>1.13%</b>
<b>Total Budget Increase (Decrease)</b>	<b>4.48%</b>	<b>1,610,658</b>		<b>5.84%</b>	<b>1,494,053</b>	<b>Total Municipal Variance</b>	<b>116,604</b>	<b>1.13%</b>		

# Ontario Works Budget

	2019 Budget	2019 Municipal Share	2019 Provincial Share	2018 Budget	2018 Municipal Share	2018 Provincial Share	Municipal Variance	2018 Forecast	2017 Actual
Program Allowances	5,702,649	-	5,702,649	5,223,148	-	5,223,148	-	5,154,559	4,612,515
Discretionary Benefits	186,800	-	186,800	181,320	-	181,320	-	133,557	149,519
Social Assistance Restructuring	120,400	120,400	-	120,400	120,400	-	-	120,400	120,760
Program Delivery	2,323,700	928,800	1,394,900	2,279,000	915,000	1,364,000	13,800	2,323,310	2,270,791
Employment Ontario	513,139	-	513,139	498,169	-	498,169	-	456,465	467,341
Community Homelessness Prevention Initiative (CHPI)	682,831	-	682,831	629,054	-	629,054	-	650,730	442,834
<b>Total</b>	<b>9,529,519</b>	<b>1,049,200</b>	<b>8,480,319</b>	<b>8,931,091</b>	<b>1,035,400</b>	<b>7,895,691</b>	<b>13,800</b>	<b>8,839,022</b>	<b>8,063,759</b>
<b>OW Program Municipal Share Change</b>							<b>1.33%</b>		
<b>Impact on Municipal Share of Total DSB Budget</b>							<b>0.13%</b>		



# Children's Services Budget

	2019 Budget	2019 Municipal Share	2019 Subsidy	2018 Budget	2018 Municipal Share	2018 Subsidy	Municipal Variance	2018 Forecast	2017 Actual
Fee Subsidy	566,367	38,994	527,373	785,076	38,994	746,082	-	563,783	729,317
OW Formal / Informal	121,424	24,285	97,139	121,424	24,285	97,139	-	121,424	121,424
Wage Enhancement	337,023	-	337,023	309,088	-	309,088	-	337,023	326,318
Operating Grant	2,939,829	62,136	2,877,693	3,126,482	62,136	3,064,346	-	2,930,976	2,604,666
Special Needs Resourcing	550,000	42,300	507,700	473,814	42,300	431,514	-	516,896	466,371
Capacity Building	298,000		298,000	244,200		244,200	-	244,200	188,215
Play Based	170,780		170,780	170,780		170,780	-	469,001	167,122
Repairs and Maintenance	145,000		145,000	145,000		145,000	-	89,149	134,033
EarlyON	1,841,518	108,000	1,733,518	1,520,868	108,000	1,412,868	-	1,885,518	818,114
Administration	593,269	350,323	242,946	572,525	350,323	222,202	-	547,727	569,545
<b>Total</b>	<b>7,563,210</b>	<b>626,038</b>	<b>6,937,172</b>	<b>7,469,256</b>	<b>626,038</b>	<b>6,843,218</b>	<b>-</b>	<b>7,705,697</b>	<b>6,125,126</b>
<b>Child Care Program Municipal Share Change</b>							<b>0.00%</b>		
<b>Impact on Municipal Share of Total DSB Budget</b>							<b>0.00%</b>		

# Social Housing Budget

	2019 Budget	2019 Municipal Share	2019 Provincial Share	2018 Budget	2018 Municipal Share	2018 Provincial Share	Municipal Variance	2018 Forecast	2017 Actual
Public Housing	1,921,431	1,794,902	126,529	1,912,964	1,786,435	126,529	8,467	1,683,175	1,793,821
Non-Profit Providers	810,519	263,089	547,430	842,615	274,639	567,976	(11,550)	783,655	755,888
Transfer to Reserve	419,543	193,743	225,800	407,185	181,385	225,800	12,358	407,185	399,827
Social Housing Provincial Funding	391,910	-	391,910	580,585	-	580,585	-	711,275	1,060,566
<b>Total</b>	<b>3,543,403</b>	<b>2,251,734</b>	<b>1,291,669</b>	<b>3,743,349</b>	<b>2,242,459</b>	<b>1,500,890</b>	<b>9,275</b>	<b>3,585,290</b>	<b>4,010,102</b>
<b>Social Housing Municipal Share Change</b>							<b>0.41%</b>		
<b>Impact on Municipal Share of Total DSB Budget</b>							<b>0.09%</b>		

# Paramedic Services

	2019 Budget	2018 Budget	Variance	2018 Forecast	2017 Actual
Salaries & Wages	8,973,885	8,876,402	97,483	9,068,490	8,650,297
Employee Benefits	2,887,187	2,607,532	279,655	3,092,336	3,246,236
Transportation & Communication	449,595	342,900	106,695	242,991	230,918
Services & Rentals	1,317,544	1,284,399	33,146	1,365,811	1,340,025
Supplies & Equipment	202,418	186,457	15,961	262,732	226,760
Vehicles	521,072	501,031	20,041	501,031	485,000
Medical Equipment	175,997	170,871	5,126	170,871	93,484
Community Paramedicine Revenue	(28,000)	(28,000)	0	(28,000)	(24,841)
	<b>14,499,699</b>	<b>13,941,592</b>	<b>558,107</b>	<b>14,676,262</b>	<b>14,247,880</b>
Patient Transfer Service	399,979	0	399,979	393,857	435,767
Wiwemikong Paramedic Services	2,106,341	1,946,207	160,133	1,946,207	1,945,531
	<b>17,006,019</b>	<b>15,887,799</b>	<b>1,118,220</b>	<b>17,016,326</b>	<b>16,629,178</b>

<b>Paramedic Services Municipal Share</b>	<b>93,529</b>
<b>Paramedic Services Program Municipal Share Change</b>	<b>1.43%</b>
<b>Impact on Municipal Share of Total DSB Budget</b>	<b>0.90%</b>



## Year over Year Municipal Budgets

Year	Amount	Percentage	Enhancements
<b>2019</b>	\$116,604	1.13%	No Enhancement
<b>2018</b>	(\$84,340)	-0.81%	Noëlville & Massey 24/7 from 10/10/4, Killarney, Gogama & Foleyet 12/12 from 10/14
<b>2017</b>	\$42,027	0.40%	50% LaCloche PRU
<b>2016</b>	\$150,497	1.47%	50% LaCloche PRU
<b>2015</b>	\$95,043	0.86%	Killarney/Foleyet/Gogama 10/14
<b>2014</b>	\$214,778	1.99%	Massey/Noëlville 10/10/4
<b>2013</b>	\$233,472	2.21%	No Enhancement
<b>2012</b>	\$318,016	3.92%	No Enhancement
<b>2011</b>	(\$935,515)	-10.34%	Mindemoya 24/7 Evening on-site staffing 7 days a week from a hybrid model
<b>2010</b>	(\$808,698)	-8.21%	No Enhancement
<b>2009</b>	\$236,653	2.46%	Hagar 24/7 Evening on-site staffing from "closed" station
<b>2008</b>	(\$99,766)	-1.0%	Weekend staffing to on-site coverage from 24 hour on-call coverage
<b>2007</b>	\$190,558	2.00%	No Enhancement
<b>2006</b>	\$391,917	4.29%	Weekend staffing to on-site coverage from 24 hour on-call coverage



**MANITOULIN-SUDBURY  
DISTRICT SERVICES BOARD**

**Financial Statements**

**Year Ended December 31, 2017**

## INDEPENDENT AUDITOR'S REPORT

**To the Members of the Manitoulin-Sudbury District Services Board and Members of Councils,  
Inhabitants and Ratepayers of Participating Municipalities as listed in Note 2**

### *Report on the Financial Statements*

We have audited the accompanying financial statements of the **Manitoulin-Sudbury District Services Board**, which comprise the statement of financial position as at **December 31, 2017**, and the statements of operations and changes in accumulated surplus, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, these financial statements present fairly, in all material respects, the financial position of Manitoulin-Sudbury District Services Board as at December 31, 2017, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



## INDEPENDENT AUDITOR'S REPORT (continued)

### *Other Matter*

Our examination was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary information included in Schedules 1 through 7 is presented for purposes of management analysis, budgeting and funding provider analysis and is not a required part of the basic financial statements. The supplementary schedules have not been and are not intended to be prepared in accordance with Canadian generally accepted accounting principles. The supplementary schedules have been subjected to the auditing procedures applied in the examination of the basic financial statements and, in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole.

**FREELANDT CALDWELL REILLY LLP**

*Freelandt Caldwell Reilly LLP*

Chartered Professional Accountants  
Licensed Public Accountants

Espanola, Ontario  
May 24, 2018

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**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD****Statement of Financial Position****Year ended December 31, 2017 with comparative figures for 2016**

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	2017	2016
	\$	\$
<b>Financial Assets</b>		
Cash and cash equivalents	9,072,368	8,918,233
Accounts receivable	663,237	226,354
	9,735,605	9,144,587
<b>Liabilities</b>		
Accounts payable and accrued liabilities	4,868,118	4,115,299
Deferred contributions	774,026	835,232
Mortgage payable (note 5)	15,751	78,085
Capital lease obligation (note 6)	700,272	840,327
	6,358,167	5,868,943
<b>Net assets (note 7)</b>	<b>3,377,438</b>	<b>3,275,644</b>
<b>Non-financial Assets (note 8)</b>		
Tangible capital assets (note 9)	18,013,113	18,697,745
Prepaid expenses	181,628	199,135
Prepaid assistance	356,583	353,591
	18,551,324	19,250,471
<b>Accumulated Surplus</b>	<b>21,928,762</b>	<b>22,526,115</b>

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Contingent liabilities (note 10)

Approved by the Board:

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The accompanying notes are an integral part of the financial statements

**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD****Statement of Operations and Changes in Accumulated Surplus****Year ended December 31, 2017 with comparative figures for 2016**

	<b>2017</b>	<b>2017</b>	<b>2016</b>
	<b>Budget</b>	<b>Actual</b>	<b>Actual</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Revenue</b>			
Ontario Works Administration Programs	7,679,482	7,652,518	7,125,349
Land ambulance / EMS Services	15,569,653	16,542,995	16,063,821
Social Housing	5,191,982	5,535,759	5,037,898
Child Care Programs	5,679,532	6,125,125	6,595,055
Homelessness Programs	324,000	442,834	338,048
Other revenue	223,741	297,886	275,653
<b>Total revenue</b>	<b>34,668,390</b>	<b>36,597,117</b>	<b>35,435,824</b>
<b>Expenditures</b>			
Ontario Works Administration Programs	7,686,594	7,641,429	7,102,768
Land ambulance / EMS Services	15,569,653	16,817,372	16,185,267
Social Housing	5,191,982	5,611,885	5,443,722
Child Care Programs	5,679,532	6,125,125	5,548,627
Homelessness Programs	324,000	442,834	338,048
Other expenditures	223,741	280,354	277,272
<b>Total expenditures</b>	<b>34,675,502</b>	<b>36,918,999</b>	<b>34,895,704</b>
<b>Annual surplus (deficit) before undernoted item</b>	<b>(7,112)</b>	<b>(321,882)</b>	<b>540,120</b>
Refund of prior years' Municipal Apportionment		(275,471)	(443,006)
<b>Annual surplus (deficit)</b>	<b>(7,112)</b>	<b>(597,353)</b>	<b>97,114</b>
<b>Accumulated surplus, beginning of year</b>	<b>22,526,115</b>	<b>22,526,115</b>	<b>22,429,001</b>
<b>Accumulated surplus, end of year</b>	<b>22,519,003</b>	<b>21,928,762</b>	<b>22,526,115</b>

The accompanying notes are an integral part of the financial statements

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**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD****Statement of Changes in Net Assets****Year ended December 31, 2017 with comparative figures for 2016**

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	<b>2017</b>	<b>2017</b>	<b>2016</b>
	<b>Budget</b>	<b>Actual</b>	<b>Actual</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Annual surplus (deficit)</b>	(7,112)	(597,353)	97,114
Acquisition of tangible capital assets	-	(858,142)	(1,608,495)
Amortization of tangible capital assets	62,334	1,542,774	1,527,172
Gain on disposal of tangible capital assets	-	(20,985)	(19,056)
Proceeds on disposal of tangible capital assets	-	20,985	28,000
Change in prepaid expenses	-	17,507	16,647
Change in prepaid assistance	-	(2,992)	(71,532)
Change in net assets	55,222	101,794	(30,150)
<b>Net assets, beginning of year</b>	3,275,644	3,275,644	3,305,794
<b>Net assets, end of year</b>	3,330,866	3,377,438	3,275,644

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The accompanying notes are an integral part of the financial statements

**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD****Statement of Cash Flows****Year ended December 31, 2017 with comparative figures for 2016**

	2017	2016
	\$	\$
<b>Cash flows from operations</b>		
Annual surplus (deficit)	(597,353)	97,114
<b>Non-cash items including amortization</b>		
Amortization of tangible capital assets	1,542,774	1,527,172
Gain on disposal of tangible capital assets	(20,985)	(19,056)
<b>Changes in non-cash assets and liabilities</b>		
Accounts receivable	(436,883)	133,594
Due from Province of Ontario	-	23,981
Accounts payable and accrued liabilities	752,819	153,621
Deferred contributions	(61,206)	(1,224,414)
Prepaid expenses	17,507	16,647
Prepaid assistance	(2,992)	(71,532)
	1,193,681	637,127
<b>Capital transactions</b>		
Proceeds on disposal of tangible capital assets	20,985	28,000
Cash used to acquire tangible capital assets	(858,142)	(1,608,495)
	(837,157)	(1,580,495)
<b>Financing transactions</b>		
Proceeds of capital lease obligation	-	963,425
Repayment of capital lease obligation	(140,055)	(123,098)
Repayment of mortgage payable	(62,334)	(61,305)
	(202,389)	779,022
Increase (decrease) in cash	154,135	(164,346)
<b>Cash and cash equivalents, beginning of year</b>	8,918,233	9,082,579
<b>Cash and cash equivalents, end of year</b>	9,072,368	8,918,233

The accompanying notes are an integral part of the financial statements

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# MANITOULIN-SUDBURY DISTRICT SERVICES BOARD

## Notes to the Financial Statements

Year ended December 31, 2017

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### 1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Board are the representation of management. The financial statements are prepared in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

**a) Basis of accounting**

The accrual basis of accounting recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

**b) Cash and cash equivalents**

Cash and cash equivalents consist of cash on hand and balances held by major financial institutions and short-term investments which are readily convertible into a known amount of cash and are subject to an insignificant risk to changes in fair value.

**c) Leases**

Leases are classified as either capital or operating leases. Leases that transfer substantially all of the benefits and inherent risks of ownership of property to the company are accounted for as capital leases. At the time a capital lease is entered into, an asset is recorded together with its related long-term obligation to reflect the acquisition and financing. Equipment recorded under capital leases is amortized on the same basis as described below. Payments under operating leases are expensed as incurred.

**d) Tangible capital assets**

Tangible capital assets are recorded at cost. The Board provides for the amortization using the straight-line method designed to amortize the cost, less any residual value, of the tangible capital asset over the estimated useful life of the asset. The annual amortization rates are follows:

<b>Assets</b>	<b>Basis</b>	<b>Rate %</b>
Buildings	Straight-line	4
Computer equipment	Straight-line	30
Vehicles, machinery and equipment	Straight-line	30
Furniture, fixtures, and other equipment	Straight-line	20
Software	Straight-line	100

Additions are amortized at the full annual rate in the year of acquisition. No amortization is recorded in the year of disposal.



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# MANITOULIN-SUDBURY DISTRICT SERVICES BOARD

## Notes to the Financial Statements

Year ended December 31, 2017

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### 1. SIGNIFICANT ACCOUNTING POLICIES (continued)

#### e) Revenue recognition and deferred contributions

Revenue from government grants and contributions are recognized in the period that the events giving rise to the government transfer have occurred as long as: the transfer is authorized; the eligibility criteria, if any, have been met; and the amount can reasonably be estimated. Government contributions received before these criteria have been met are recorded in the accounts as deferred contributions in the year of receipt and are recognized as revenue in the period in which all the recognition criteria have been met.

Other revenues including certain user fees, rents and interest are recorded on the accrual basis, when earned, if the amount to be received can be reasonably estimated and collection is reasonably assured.

Provincial Ministries subsidize the operations of the Manitoulin-Sudbury District Services Board. Since the operations are reviewed by the Ministries in the subsequent fiscal period, subsidy adjustments, if any, are recorded in the year in which the adjustments are determined.

#### f) Financial instruments

##### *Measurement of financial instruments*

The Board initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The Board subsequently measures its financial assets and financial liabilities at amortized cost, except for investments in equity securities that are quoted in an active market, which are subsequently measured at fair value. Changes in fair value are recognized in annual surplus in the period they occur.

Financial assets measured at amortized cost include cash and cash equivalents and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, mortgage payable and capital lease obligation.

##### *Impairment*

Financial assets measured at other than fair value are tested for impairment when there are indicators of possible impairments. When a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset or group of assets, a write-down is recognized in the annual surplus.

When the events occurring after the impairment confirm that a reversal is necessary, the reversal is recognized in the annual surplus, in the period it is identified and measurable up to the amount of the previously recognized impairment.

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**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD****Notes to the Financial Statements****Year ended December 31, 2017**

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**1. SIGNIFICANT ACCOUNTING POLICIES (continued)****g) Use of estimates**

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of certain assets and liabilities at the date of the financial statements and reported amounts of certain revenues and expenditures during the reporting period. By their nature, these estimates are subject to measurement uncertainty. The effect of changes in such estimates on the financial statements in future periods could be significant. Accounts specifically affected by estimates in these financial statements are certain accounts receivable, allowance for doubtful accounts, certain deferred contributions, amounts repayable to certain funders and the estimated useful lives of tangible capital assets.



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**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD****Notes to the Financial Statements**Year ended December 31, 2017

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**2. MUNICIPAL APPORTIONMENT**

Municipal apportionment is allocated to programs as follows:

	2017	2016
	\$	\$
Ontario Works	1,182,225	1,263,817
Land Ambulance	6,397,062	6,326,391
Social Housing	2,278,573	2,253,554
Child Care	663,468	635,539
Administration	(99,163)	(99,163)
	10,422,165	10,380,138

	2017	2016
	%	%
<b>Municipal Percentage Share</b>		
Town of Espanola	10.850	12.150
Township of Sables-Spanish Rivers	6.280	6.060
Township of Baldwin	1.100	1.040
Township of Nairn and Hyman	1.440	1.520
Municipality of Markstay - Warren	5.430	5.110
Municipality of St. Charles	3.790	3.760
Municipality of French River	11.460	11.170
Town of Chapleau	1.780	1.730
Township of Cockburn Island	0.190	0.190
Township of Gordon and Barrie Island	2.640	2.550
Township of Burpee and Mills	1.380	1.360
Town of Gore Bay	1.410	1.400
Township of Billings	3.400	3.360
Township of Central Manitoulin	7.510	7.360
Township of Tehkummah	1.440	1.360
Township of Northeastern Manitoulin and the Islands	10.310	10.870
Township of Assiginack	3.580	3.420
Municipality of Killarney	6.110	5.700
Other unorganized areas within the Manitoulin-Sudbury Districts	19.900	19.890

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**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD****Notes to the Financial Statements****Year ended December 31, 2017**

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**3. PENSION AGREEMENTS**

The Board makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of the members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

The amount contributed to OMERS for 2017 was \$1,020,204 (2016 - \$1,009,722) for current service.

**4. COMMITMENTS**

The Board rents office and EMS service space under leases with terms as follows:

	Annual Rent \$	Expiry date \$
Noelville - EMS	41,630	2029
Little Current - OW	24,871	2018
Warren - OW	13,151	2021
Killarney - EMS	34,275	2019

In addition, the Board rents office and EMS space in several locations under month to month leases with no specific term.

**5. MORTGAGE PAYABLE**

	2017 \$	2016 \$
<b>C.M.H.C.</b>		
1.67% mortgage payable \$63,157 per annum including interest due April 1, 2018 secured by land and buildings at 10 O'Neil Street, Webbwood ON	15,751	78,085

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**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD****Notes to the Financial Statements****Year ended December 31, 2017**

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**6. CAPITAL LEASE OBLIGATION**

The capital lease is recorded at an amount equal to the present value of the minimum lease payments using the lower of the company's incremental borrowing rate and the interest rate implicit in the lease. The interest rate on this obligation is 2%. The following is a schedule of future minimum lease payments under capital leases:

	\$
2018	140,054
2019	140,054
2020	140,055
2021	140,054
2022	140,055
	<hr/> 700,272 <hr/>

The capital lease is secured by equipment with a net book value of \$700,272 which is included in furniture, fixtures and other equipment (see tangible capital assets note 9).

**7. NET ASSETS**

The balance on the statement of financial position of net assets at the end of the year is comprised of the following:

	2017	2016
	\$	\$
To be used:		
for the general increase in (reduction of) annual operations	(1,083,565)	(1,130,202)
for reserves and reserve funds (schedule 7)	4,461,003	4,405,846
<b>Total net assets</b>	<hr/> 3,377,438 <hr/>	<hr/> 3,275,644 <hr/>

**8. NON-FINANCIAL ASSETS**

Tangible capital assets, prepaid expenses and prepaid assistance are accounted for as assets by the Board, because they can be used to provide services in future periods. These assets do not normally provide resources to discharge liabilities of the Board unless they are sold.

**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**

**Notes to the Financial Statements**

**Year ended December 31, 2017**

**9. TANGIBLE CAPITAL ASSETS**

	Capital Work in Progress \$	Land \$	Buildings \$	Furniture, fixtures, and other equipment \$	Computer Equipment \$	Vehicles, Machinery & Equipment \$	2017 Total \$
<b>Cost</b>							
Balance, beginning of year	-	4,744,410	22,596,827	1,989,976	264,485	4,309,089	33,904,787
Additions	-	-	334,134	107,935	-	416,073	858,142
Disposals	-	-	-	-	-	(831,507)	(831,507)
Balance, end of year	-	4,744,410	22,930,961	2,097,911	264,485	3,893,655	33,931,422
<b>Accumulated Amortization</b>							
Balance, beginning of year	-	-	11,153,073	878,409	216,899	2,958,661	15,207,042
Disposals	-	-	-	-	-	(831,507)	(831,507)
Amortization expense	-	-	800,780	268,461	26,938	446,595	1,542,774
Balance, end of year	-	-	11,953,853	1,146,870	243,837	2,573,749	15,918,309
Net book value	-	4,744,410	10,977,108	951,041	20,648	1,319,906	18,013,113
	Capital Work in Progress \$	Land \$	Buildings \$	Furniture, fixtures, and other equipment \$	Computer Equipment \$	Vehicles, Machinery & Equipment \$	2016 Total \$
<b>Cost</b>							
Balance, beginning of year	-	4,744,410	22,596,827	904,745	264,485	3,919,825	32,430,292
Additions	-	-	-	1,085,231	-	523,264	1,608,495
Disposals	-	-	-	-	-	(134,000)	(134,000)
Balance, end of year	-	4,744,410	22,596,827	1,989,976	264,485	4,309,089	33,904,787
<b>Accumulated Amortization</b>							
Balance, beginning of year	-	-	10,363,431	624,585	183,928	2,632,982	13,804,926
Disposals	-	-	-	-	-	(125,056)	(125,056)
Amortization expense	-	-	789,642	253,824	32,971	450,735	1,527,172
Balance, end of year	-	-	11,153,073	878,409	216,899	2,958,661	15,207,042
Net book value	-	4,744,410	11,443,754	1,111,567	47,586	1,350,428	18,697,745

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**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD****Notes to the Financial Statements****Year ended December 31, 2017**

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**10. CONTINGENT LIABILITIES**

The Board is contingently liable for accumulated sick leave in the amount of \$183,415 (2016 - \$201,497) for EMS employees. Accumulated sick leave is only payable to cover illness related absences and there is no liability to pay any amounts to employees on change or termination of employment.

No liability is reflected in these financial statements for the accumulated sick leave to EMS employees.

Provincial Ministries subsidize the operations of the Manitoulin-Sudbury District Services Board. Since the operations are reviewed by the Ministries in the subsequent fiscal period, subsidy adjustments, if any, are recorded in the year in which the adjustments are determined.

**11. FORGIVABLE LOANS**

Included in the Social Housing Program expenditures is \$553,739 (2016 - \$289,326) in grants with forgivable conditions. These grants are issued to low income home owners as forgivable loans. The loans are to be written off over 10 years. However, if the house is sold before the 10-year forgiveness period, the home owner must repay a pro-rated amount back to the Board. If the Board receives funds because of a homeowner selling their property, the amount is used by the Board to grant a new loan to another low income home owner.

**12. EXPENDITURES BY OBJECT**

As required by Section 1700 of the Public Sector Accounting Board reporting requirements, these financial statements report on the Board's expenditures by function. The Board's expenditures by object are as follows:

	2017	2016
	\$	\$
Salaries, wages and benefits	16,012,581	15,493,591
Contracted services	10,988,444	10,015,472
Materials	2,020,787	1,845,161
Rents and financial items	278,140	195,665
Interest on mortgage payable	823	1,852
External transfers	6,075,450	5,816,791
Amortization of tangible capital assets	1,542,774	1,527,172
	<u>36,918,999</u>	<u>34,895,704</u>



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**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD****Notes to the Financial Statements****Year ended December 31, 2017**

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**13. BUDGET AND OPERATING RESULTS**

The Budget adopted by the Board was not prepared on a basis consistent with that used to report actual results in the financial statements. The budget was prepared on a modified accrual basis while public sector accounting standards require the full accrual basis. The budget figures expense all tangible capital acquisitions and does not include a provision for amortization expense. As a result, the budget figures presented in the statements of operations and changes in net assets represent the budget adopted by the Board adjusted as follows:

	<b>2017</b>
	<b>\$</b>
Budget surplus approved by the Board	(1,076,398)
Add: Net budgeted transfers to/from reserves and reserve funds	1,076,398
	-

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Similarly, the actual operating results for the year are presented using public sector accounting standards which require the full accrual basis. Thus, the actual operating results presented in the statements of operations and changes in net assets represent actual results adjusted as follows:

	<b>2017</b>
	<b>\$</b>
Excess (deficiency) of revenue over expenditures before undernoted items per schedules/programs:	
Ontario Works Administration Programs - Schedule 1	10,167
Land Ambulance / EMS Services - Schedule 2	(194,386)
Social Housing Programs - Schedule 3	355,300
Child Care Programs - Schedule 4	-
Homelessness Programs - Schedule 5	-
Other Revenue and Expenditures - Schedule 6	(3,542)
	167,539
Add: Net transfers to/from reserves and reserve funds - prior	68,438
Less: Amortization of Social Housing project	(62,334)
<b>DSB excess of revenues over expenditures before adjustments below</b>	<b>173,643</b>
Adjustment to Canadian Public Sector Accounting Standards:	
Add: Net transfers to/from reserves and reserve funds - current	(13,281)
Less: Net tangible capital acquisitions, proceeds and amortization	(482,244)
<b>Annual surplus (deficit) before refund of prior year Municipal Apportionment</b>	<b>(321,882)</b>

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## MANITOULIN-SUDBURY DISTRICT SERVICES BOARD

### Notes to the Financial Statements

Year ended December 31, 2017

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#### 14. FINANCIAL INSTRUMENTS

Transactions in financial instruments may result in an entity assuming or transferring financial instruments to or from another party. The Board is exposed to the following risks associated with financial instruments and transactions it is a party to:

(a) Credit risk

Credit risk is the risk that one party to a financial transaction will fail to discharge a financial obligation and cause the other party to incur a financial loss. The Board is exposed to this risk relating to its cash and cash equivalents and accounts receivable.

The Board minimizes risk associated with cash and cash equivalents by ensuring these financial assets are placed with large reputable financial institutions with high credit ratings.

The Board incurs receivable transactions, in the normal course of operations, and is exposed to credit risk associated with its accounts receivable balances of \$663,237 (2016 - \$226,354). The Board minimizes this risk through management's on-going monitoring of amounts due to the organization and collections. Valuations of amounts due to the organization are performed on a regular basis and adjustments for amounts determined to be uncollectable are recorded when applicable.

(b) Concentration risk

Concentration risk is the risk that an entity's balance due to the Board has a value of more than ten percent of the total accounts receivable and thus there is a higher risk to the Board in the event of a default by one of these entities. At December 31, 2017 receivables from one organization comprised approximately 22% of the total outstanding receivables. The Board reduces this risk by regularly assessing the credit risk associated with these accounts and closely monitors any overdue balances.

(c) Liquidity risk

Liquidity risk is the risk that an organization cannot repay its obligations when they become due to its creditors. The Board is exposed to this risk associated with its accounts payable and accrued liabilities balances of \$4,868,118 (2016 - \$4,115,299). The Board reduces its exposure to liquidity risk by ensuring that it documents when authorized payments become due, and maintains adequate cash resources to repay creditors, mortgage interest and principal and capital lease obligation principal and interest as those liabilities become due.

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**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD****Notes to the Financial Statements****Year ended December 31, 2017**

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**14. FINANCIAL INSTRUMENTS (continued)****(d) Interest rate risk**

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates. The Board is exposed to this risk through its interest bearing cash balances, the interest rates of which change over time due to a variety of financial market factors and may cause changes in interest earnings in future periods.

**15. COMPARATIVE FIGURES**

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year operating results.



**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**  
**ONTARIO WORKS ADMINISTRATION PROGRAMS**  
**Schedule of Revenue and Expenditures**  
**Year ended December 31, 2017 with comparative figures for 2016**

	2017 Budget \$	2017 Actual \$	2016 Actual \$
<b>Revenue</b>			
Provincial Subsidy			
OW General	4,722,294	4,636,384	4,111,713
OW Administration and Employment programs	1,224,017	1,355,000	1,262,193
Employment Ontario	278,953	254,382	309,124
Youth Employment Fund	209,100	191,342	133,366
Canada Ontario Job Grant	62,894	21,617	30,032
Other subsidy	-	4,568	4,048
Municipal apportionment	1,182,224	1,182,225	1,263,817
<b>Total revenue</b>	<b>7,679,482</b>	<b>7,645,518</b>	<b>7,114,293</b>
<b>Expenditures</b>			
OW General	4,858,327	4,762,034	4,363,594
Administration and Employment Expenses (Schedule 1A)	2,139,808	2,263,681	2,128,774
Employment Ontario	389,100	254,382	309,124
Youth Employment	98,954	191,341	133,365
National Child Benefit	120,400	120,760	120,841
Canada Ontario Job Grant expense	62,894	21,617	30,032
Other subsidy expense	-	4,425	3,733
<b>Total expenditures</b>	<b>7,669,483</b>	<b>7,618,240</b>	<b>7,089,463</b>
<b>Excess of revenue over expenditures before net transfers to reserves</b>	<b>9,999</b>	<b>27,278</b>	<b>24,830</b>
Transfer to reserves - current	(17,111)	(17,111)	(17,111)
Transfer (to) from reserves - prior	-	-	428
Net transfer to reserves	(17,111)	(17,111)	(16,683)
<b>Excess of revenue over expenditures before undernoted items</b>	<b>(7,112)</b>	<b>10,167</b>	<b>8,147</b>
Capital assets included in expenditures	-	23,643	44,741
Proceeds on disposition included in expenditures	-	(7,000)	(20,000)
Gain on disposition of capital assets	-	7,000	11,056
Amortization of capital assets	-	(39,832)	(38,046)
<b>Excess (deficiency) of revenue over expenditures</b>	<b>(7,112)</b>	<b>(6,022)</b>	<b>5,898</b>

**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**  
**Analysis of Ontario Works Administration Expenditures**  
**Year ended December 31, 2017 with comparative figures for 2016**

	2017 Budget \$	2017 Actual \$	2016 Actual \$
<b>Administration and Employment Expenses</b>			
Salaries and benefits	1,321,011	1,306,734	1,424,552
Purchased services	335,277	478,008	329,038
Travel and training	72,851	89,422	87,852
Accommodation costs	74,691	81,906	78,875
Computer software and hardware	67,828	68,370	75,595
Employment funded expenses - CPE and ERE training	172,032	130,134	40,335
Office supplies and postage	33,424	49,136	38,470
Insurance	22,797	20,971	20,223
Board travel, meetings, honoraria	16,718	16,382	13,321
Telephone and communications	13,584	14,096	11,597
Audit and accounting fee	6,500	6,644	6,922
Advertising	714	1,144	1,581
Legal and consulting fee	2,381	734	413
	<b>2,139,808</b>	<b>2,263,681</b>	<b>2,128,774</b>

**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**  
**LAND AMBULANCE / EMS SERVICES**  
**Schedule of Revenue and Expenditures**  
**Year ended December 31, 2017 with comparative figures for 2016**

	2017 Budget \$	2017 Actual \$	2016 Actual \$
<b>Revenue</b>			
Provincial Subsidy			
Operating	7,431,430	7,680,917	7,337,627
Wikwemikong (Schedule 2A)	1,741,161	1,945,531	1,923,832
Patient Transfer Service	-	435,767	368,094
Community Paramedicine	-	69,378	107,422
Other	-	355	455
Municipal apportionment	6,397,062	6,397,062	6,326,391
<b>Total revenue</b>	<b>15,569,653</b>	<b>16,529,010</b>	<b>16,063,821</b>
<b>Expenditures</b>			
Salaries and benefits	11,349,336	11,877,927	11,411,456
Wikwemikong expenses (Schedule 2A)	1,741,161	1,945,531	1,923,832
Capital expenditures	773,457	673,436	801,280
Vehicle expenses	527,220	540,719	582,772
Patient Transfer Services	-	435,767	368,094
Building expenses	348,262	384,240	319,452
Transportation and communication	342,020	231,133	224,128
Administrative expenses	252,632	243,742	222,330
Medical supplies and equipment	156,542	118,731	150,382
Community Paramedicine expenses	-	69,378	107,422
Other supplies and equipment	102,671	107,814	88,346
Interest expense	58,122	58,122	61,161
<b>Total expenditures</b>	<b>15,651,423</b>	<b>16,686,540</b>	<b>16,260,655</b>
<b>Excess (deficiency) of revenue over expenditures before net transfers (to) from reserves</b>	<b>(81,770)</b>	<b>(157,530)</b>	<b>(196,834)</b>
Transfer from reserves - current	773,457	673,436	919,062
Transfer to reserves - current	(691,687)	(710,292)	(717,470)
Net transfer (to) from reserves	81,770	(36,856)	201,592
<b>Excess (deficiency) of revenue over expenditures before undernoted items</b>	<b>-</b>	<b>(194,386)</b>	<b>4,758</b>
Capital assets included in expenditures	-	509,416	685,039
Capital lease expenditures	-	140,054	140,054
Proceeds on disposition included in expenditures	-	(13,985)	-
Gain on disposition of capital assets	-	13,985	-
Amortization of capital assets	-	(766,317)	(749,705)
<b>Excess (deficiency) of revenue over expenditures</b>	<b>-</b>	<b>(311,233)</b>	<b>80,146</b>

**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**  
**Analysis of Wikwemikong Ambulance Expenditures**  
**Year ended December 31, 2017 with comparative figures for 2016**

	<b>2017 Budget \$</b>	<b>January to March (3 months) \$</b>	<b>April to December (9 months) \$</b>	<b>2017 Total \$</b>	<b>2016 Total \$</b>
<b>Revenue</b>					
Provincial subsidy	1,741,161	562,167	1,383,364	1,945,531	1,923,832
<b>Expenditures</b>					
Salaries and benefits	1,521,634	491,653	1,018,690	1,510,343	1,367,270
Building expenses	27,400	14,517	22,716	37,233	94,518
Vehicle expenses	80,900	29,901	76,680	106,581	73,720
Medical supplies and equipment	28,720	5,704	21,659	27,363	52,907
Administration costs	29,112	7,279	21,910	29,189	28,708
Other supplies	14,350	2,172	12,742	14,914	26,236
Other services	18,940	4,625	14,890	19,515	22,419
Transportation and communication	20,105	6,316	16,046	22,362	18,964
Vehicle purchases	-	-	178,031	178,031	212,878
Equipment purchases	-	-	-	-	26,212
<b>Total expenditures</b>	<b>1,741,161</b>	<b>562,167</b>	<b>1,383,364</b>	<b>1,945,531</b>	<b>1,923,832</b>

## MANITOULIN-SUDBURY DISTRICT SERVICES BOARD

## SOCIAL HOUSING PROGRAMS

## Schedule of Revenue and Expenditures

Year ended December 31, 2017 with comparative figures for 2016

	2017 Budget \$	2017 Actual \$	2016 Actual \$
<b>Revenue</b>			
Federal subsidy	965,964	1,027,367	1,256,032
Rental income	1,083,092	1,169,253	1,069,143
Provincial Subsidy			
IAH Program	864,353	583,719	394,462
SIF Program	-	132,654	40,000
SHIP Program	-	344,193	24,707
Municipal apportionment	2,278,573	2,278,573	2,253,554
<b>Total revenue</b>	<b>5,191,982</b>	<b>5,535,759</b>	<b>5,037,898</b>
<b>Expenditures</b>			
Wages and benefits	997,468	838,134	853,441
Utilities	680,039	655,527	678,155
Transfer to Non-Profit Housing	532,094	439,388	582,406
Housing mortgage costs	302,850	302,850	519,539
Capital expenditures	-	392,473	401,850
Maintenance materials and services	383,101	414,200	396,625
IAH Program	864,353	583,719	394,460
Urban native rent supplement	297,470	293,788	324,026
Municipal taxes	208,648	210,426	210,419
Administration	101,025	135,940	93,594
Insurance	72,985	85,719	76,198
Rent allowance agreement	149,083	149,083	61,403
Transportation and equipment	66,841	61,606	60,066
SIF expenses	-	132,654	40,000
Office rent	30,393	24,439	30,114
Housing rent supplement	25,584	22,712	25,273
SHIP expenses	-	344,193	24,707
Bad debts - rental	-	4,010	9,342
Professional fees	9,564	7,280	7,308
Other	7,500	5,703	6,174
Interest on long-term debt	823	823	1,852
<b>Total expenditures</b>	<b>4,729,821</b>	<b>5,104,667</b>	<b>4,796,952</b>
<b>Excess of revenue over expenditures before net transfers (to) from reserves</b>			
	462,161	431,092	240,946
Transfer from reserves - current	-	392,473	401,850
Transfer to reserves - current	(399,827)	(399,827)	(387,469)
Transfer to reserves - prior	-	(68,438)	(10,065)
Net transfer from (to) reserves	(399,827)	(75,792)	4,316
<b>Excess of revenue over expenditures before undernoted items</b>			
	62,334	355,300	245,262
Capital assets included in expenditures	-	143,204	-
Amortization of capital assets	(62,334)	(588,088)	(585,465)
Repayment of mortgage payable	-	(62,334)	(61,305)
<b>Deficiency of revenue over expenditures</b>	<b>-</b>	<b>(151,918)</b>	<b>(401,508)</b>



## MANITOULIN-SUDBURY DISTRICT SERVICES BOARD

## CHILD CARE PROGRAMS

## Schedule of Revenue and Expenditures

Year ended December 31, 2017 with comparative figures for 2016

	2017 Budget \$	2017 Actual \$	2016 Actual \$
<b>Revenue</b>			
Provincial Subsidy			
MEDU operating subsidy	4,124,158	4,569,751	4,275,414
Resource Centre	432,000	432,000	432,000
Administration	219,222	219,222	197,180
Journey ToGether	49,800	49,800	-
Data Analysis Coordinator	73,153	73,153	-
Planning subsidy	117,731	117,731	30,100
Unconditional grant	-	-	1,024,822
Municipal apportionment	663,468	663,468	635,539
<b>Total revenue</b>	<b>5,679,532</b>	<b>6,125,125</b>	<b>6,595,055</b>
<b>Expenditures</b>			
Operating grant expenses	2,173,830	2,604,665	2,302,447
Purchase of service	870,289	729,317	777,531
Resource centres	650,583	577,430	549,500
Salaries and benefits	474,876	479,443	436,872
Special Needs Resources	373,814	466,371	373,814
Data Analysis Coordinator	-	73,153	-
Journey ToGether	-	49,800	-
Wage Enhancement	309,088	326,318	303,716
Repairs and maintenance	223,740	134,033	227,788
Play based materials and equipment	170,780	167,122	170,781
Capacity building	186,340	188,215	159,260
Ontario Works	121,423	121,424	121,424
Administration costs	94,669	90,103	85,682
Planning expenses	30,100	117,731	30,100
Transformation	-	-	9,712
<b>Total expenditures</b>	<b>5,679,532</b>	<b>6,125,125</b>	<b>5,548,627</b>
<b>Excess of revenue over expenditures before net transfers to reserves</b>	<b>-</b>	<b>-</b>	<b>1,046,428</b>
Transfer to reserves - current	-	-	(1,024,822)
Transfer to reserves - prior	-	-	-
<b>Net transfer to reserves</b>	<b>-</b>	<b>-</b>	<b>(1,024,822)</b>
<b>Excess of revenue over expenditures</b>	<b>-</b>	<b>-</b>	<b>21,606</b>

**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**  
**HOMELESSNESS PROGRAMS**  
**Schedule of Revenue and Expenditures**  
**Year ended December 31, 2017 with comparative figures for 2016**

	2017 Budget \$	2017 Actual \$	2016 Actual \$
<b>Revenue</b>			
Provincial subsidy - CHPI	324,000	442,834	338,048
<b>Expenditures</b>			
Program expense - Emergency Shelter Solutions	50,000	135,000	112,060
Program expense - Housing with Related Supports	105,000	214,710	109,669
Program expense - Homelessness Prevention	159,000	88,876	109,311
Program expense - Other Services and Support	10,000	4,248	7,008
<b>Total expenditures</b>	<b>324,000</b>	<b>442,834</b>	<b>338,048</b>
<b>Excess of revenue over expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**  
**OTHER REVENUE AND EXPENDITURES**  
**Schedule of Revenue and Expenditures**  
**Year ended December 31, 2017 with comparative figures for 2016**

	2017 Budget \$	2017 Actual \$	2016 Actual \$
<b>Revenue</b>			
Interest income	99,163	153,742	144,075
Other	124,578	144,144	123,578
<b>Total revenue</b>	<b>223,741</b>	<b>297,886</b>	<b>267,653</b>
<b>Expenditures</b>			
Building expenses	-	181,879	-
Municipal apportionment	99,163	99,163	99,163
IT expenses	-	94,988	85,458
Vehicle expenses	-	-	38,389
<b>Total expenditures</b>	<b>99,163</b>	<b>376,030</b>	<b>223,010</b>
<b>Excess of revenue over expenditures before net transfers (to) from reserves</b>			
	124,578	(78,144)	44,643
Transfer from reserves - current	-	257,302	115,847
Transfer to reserves - current	(124,578)	(182,700)	(184,739)
Net transfer to reserves	(124,578)	74,602	(68,892)
<b>Deficiency of revenue over expenditures before undernoted items</b>			
	-	(3,542)	(24,249)
Capital assets included in expenditures	-	181,879	38,389
Gain on disposition of capital assets	-	-	8,000
Amortization of capital assets	-	(86,203)	(92,651)
<b>Deficiency of revenue over expenditures</b>	<b>-</b>	<b>92,134</b>	<b>(70,511)</b>



**MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**  
**OTHER REVENUE AND EXPENDITURES**  
**Schedule of Continuity of Reserves**

**SCHEDULE 7**

Year ended December 31, 2017

	Working Funds \$	Tech Refresh \$	Benefits Reserve \$	Vehicle and Equipment Replacement Reserve \$	Social Housing Capital Funds \$	Total \$
<b>RESERVES</b>						
Balance, beginning of year	1,766,773	198,732	100,000	729,249	1,611,092	4,405,846
Transfers:						-
Appropriations from (to) current	(315,441)	24,590	418,606	(74,952)	2,354	55,157
Balance, end of year	1,451,332	223,322	518,606	654,297	1,613,446	4,461,003



# **Wiwemikong Ambulance Service**

Statement of Revenue and Expenditures

Year Ended March 31, 2018

## INDEPENDENT AUDITOR'S REPORT

### To the Ministry of Health and Long-Term Care

#### *Report on the Financial Statement*

We have audited the accompanying statement of revenue and expenditures of the Wikwemikong Ambulance Service for the year ended March 31, 2018 and a summary of significant accounting policies and other explanatory information. The financial statement has been prepared to comply with the reporting requirements established by the Ministry of Health and Long-Term Care as described in note 2 to the financial statement.

#### *Management's Responsibility for the Financial Statement*

Management is responsible for the preparation and fair presentation of this financial statement in accordance with the basis of accounting described in Note 2 to the financial statement and for such internal control as management determines is necessary to enable the preparation of the financial statement that is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

Our responsibility is to express an opinion on the financial statement based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statement. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statement.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Opinion*

In our opinion, the financial statement presents fairly, in all material respects, the revenue and expenditures for the year ended March 31, 2018 of the Wikwemikong Ambulance Service in accordance with the basis of accounting described in Note 2 to the financial statement.

## INDEPENDENT AUDITORS' REPORT (continued)

### *Basis of Accounting and Restriction on Use*

This financial statement has been prepared to comply with the reporting requirements established by the Ministry of Health and Long-Term Care as described in note 2 of the financial statement. This financial statement, which has not been, and was not intended to be, prepared in accordance with Canadian public sector accounting standards is solely for the information and use of the Wikwemikong Ambulance Service's board of directors and management, and the Ministry of Health and Long-term Care. This financial statement is not intended to be and should not be used by anyone other than specified users or for any other purposes. Our report is intended solely for the Wikwemikong Ambulance Service's board of directors and management, and the Ministry of Health and Long-Term Care and should not be distributed to parties other than the Wikwemikong Ambulance Service's board of directors and management, and the Ministry of Health and Long-Term Care.

FREELANDT CALDWELL REILLY LLP

A handwritten signature in black ink that reads "Freelandt Caldwell Reilly LLP". The signature is written in a cursive, flowing style.

**Chartered Professional Accountants**

Licensed Public Accountants

Espanola, Ontario

June 29, 2018



**WIKWEMIKONG AMBULANCE SERVICE**  
**Statement of Revenue and Expenditures**  
**Year ended March 31, 2018**

	Budget	April to December 2017	January to March 2018	Year End March 31, 2018	Year End March 31, 2017
	\$	\$	\$	\$	\$
<b>Revenue</b>					
Provincial subsidy					
- Ministry of Health and Long-Term Care (Base Funding)	2,180,911	1,383,364	797,547	2,180,911	1,693,578
<b>Expenditures</b>					
Wages	1,223,418	797,606	377,037	1,174,643	1,133,215
Employee benefits	422,635	221,084	202,303	423,387	378,362
One time funding	245,630	193,031	72,438	265,469	-
Administration costs	105,060	21,910	83,151	105,061	28,810
Vehicle operations	-	30,633	13,720	44,353	34,788
Vehicle maintenance	67,900	31,046	9,208	40,254	52,728
Building maintenance	29,352	21,066	9,844	30,910	44,746
Transportation and communication	21,075	16,046	13,187	29,233	20,705
Medical supplies and equipment	30,050	21,658	7,379	29,037	34,468
Insurance	10,600	7,950	2,650	10,600	10,600
Uniform and linens	9,065	4,936	3,055	7,991	8,941
Furniture and equipment	3,120	7,220	-	7,220	1,801
Professional services	5,900	4,170	1,775	5,945	6,100
Office supplies	1,100	1,406	92	1,498	1,100
Other supplies	4,831	702	-	702	2,332
Other services	1,175	2,900	(2,499)	401	-
	2,180,911	1,383,364	793,340	2,176,704	1,758,696
Net excess (deficiency) of revenue over expenditures before undernoted items	-	-	4,207	4,207	(65,118)
One-time funding - prior year deficit	40,532	40,532	-	40,532	\$ -
Repayable to Ministry of Health and Long-Term Care	-	-	(4,207)	(4,207)	\$ -
Net excess (deficiency) of revenue over expenditures	40,532	40,532	-	40,532	(65,118)

See accompanying notes to the financial statement

**1. Nature of Operations**

The Wikwemikong Ambulance Service is administered by the Manitoulin – Sudbury District Services Board on behalf of the Ministry of Health and Long-Term Care. The Wikwemikong Ambulance Service provides pre-hospital care to the sick and injured at a primary care level.

**2. Significant Accounting Policies****a) Basis of accounting**

The financial statement of the Wikwemikong Ambulance Service is the representation of management.

The financial statement is not prepared in accordance with Canadian public sector accounting standards.

The financial statement is prepared in accordance with accounting policies used to comply with the reporting requirements established by the Ministry of Health and Long-Term Care.

The basis of accounting used in this financial statement materially differs from Canadian public sector accounting standards because:

- A statement of financial position is not prepared;
- A statement of cash flows is not prepared;
- Capital expenditures are charged to current expenditures in the year of acquisition and are not capitalized and charged to operations by an annual amortization charge over their estimated useful lives.

**b) Accrual basis of accounting**

The accrual basis of accounting recognizes revenues as they become available and measurable, expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

**c) Revenue Recognition**

Revenue from government grants and contributions are recognized in the period that the events giving rise to the government transfer have occurred as long as the transfer is authorized; the eligibility criteria, if any, have been met; and the amount can reasonably be estimated.

**3. Contingent Liability – Sick Leave**

The Wikwemikong Land Ambulance Service is contingently liable for accumulated sick leave in the amount of \$11,536 (2017 - \$9,346) for its employees. Accumulated sick leave is only payable to cover illness related absences and there is no liability to pay any amounts to employees on change or termination of employment.

No liability is reflected in this financial statement for accumulated sick leave due to the employees.

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**WIKWEMIKONG AMBULANCE SERVICE****Notes to the Financial Statement****March 31, 2018**

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**4. Contingent Liability – Provincial Funding**

The Ministry of Health and Long-Term Care subsidizes the operations of the Wikwemikong Ambulance Service. Since the operations are reviewed by the Ministry in the subsequent period, subsidy adjustments, if any, are recorded in the year in which the adjustment is determined.





## **Annual Report on Reserves**

**October 10, 2018**

The purpose of this report is to annually summarize the various reserves whether they are working or committed reserve accounts held by this Board. The first portion of the report speaks to the need and value of reserves in general terms. There are two types of reserve accounts. Working reserves have no specific committed purpose although they may be needed to cover various outstanding obligations. Committed reserves are amounts which, although held by the Board, must be spent on activities approved by the appropriate ministry, legislation, collective agreements, Board resolutions or decisions reached as part of the Board budget process. The report will also discuss significant accounts within accrued liabilities and deferred revenue as these do have implications for the level of committed reserves, the operating budget and the working reserve.

The report which follows sets out all reserve accounts. First is a discussion of the working reserve. Then the report describes each committed reserve and provides the rationale for that reserve. The actual amount of each reserve as of December 31, 2017 is included and is consistent with the amounts recorded in the final 2017 audit. Any annual transfer of operating funds into a committed reserve from the operating budget is noted.

There is a restriction in the District Social Services Administration Board Act (DSSAB) on the level of working reserves which the Board may have. The Board has a policy which provides for a maximum working reserve which is below the limits set in the legislation.

Through our discussions with this Board's auditor there appears to be no restriction on the level of committed reserves which the Board may hold. However, for each committed reserve there should be a sound rationale for the creation of the reserve, the amount of the reserve and any decision to add to that committed reserve. Funds should be withdrawn from a committed reserve only to meet those obligations or purposes for which the reserve was originally created. If the obligation or purpose for which the reserve was created is reduced this should be reflected in the amount of the reserve. If the obligation no longer exists or if the original purpose is no longer valid then that committed reserve should be eliminated.

As part of the completion of this document we are providing specific recommendations related to the working reserve and each committed reserve. These recommendations attempt to take into consideration several factors.

These factors include:

- Recommendations in the report on [Housing Affordability and Needs Study](#).

- Results of the [Building Condition Assessments](#) completed on all DSB owned buildings by Stonewell Group will be used to develop long term capital plans for all Board properties.
- The development of the [10-Year Housing and Homelessness Plan](#) that is required by the Ministry of Municipal Affairs and Housing.
- The [End of Operating Agreements](#) for the Social Housing properties.
- The Social Housing responsibilities under [Duty to Accommodate](#).
- [Post-Traumatic Stress Disorder – Prevention Plan](#)

The recommendations are based on several principles including:

- Committed reserves established for a program should be kept within that program area since they often include provincial payments.
- Each committed reserve must have a rationale for its existence, its amount and the appropriateness of any additional transfer from the operating budget.
- Where possible similar reserve accounts have been combined.
- If delays in adjusting the reserve are appropriate a future review date has been established.
- All committed reserves which include the annual revolving of funds must be reviewed annually through the creation of five year or greater estimated expenditure plans.
- **Any specific expenses that fluctuate significantly from year to year that may cause significant increases to annual budget should be considered when creating revolving reserves.**

## Accrued Liabilities

Within the accrued liabilities section of the 2017 audit there is an amount of \$1,022,400. This amount represents monies set aside specifically for the payment of severance to Paramedic Services employees under a collective agreement. This severance obligation must be shown as a liability to the Board and be provided for.

Manitoulin-Sudbury DSB retained Mondelis Actuarial Services Corporation to perform a valuation of the severance benefit. In August 2015 the [Actuarial Report](#) states that the accrual is \$784,400 for December 31, 2014.

In January 2017, the [Actuarial Report](#) was updated and states that the accrual is \$1,022,400 for December 31, 2017.

## **Reasons for Reserves**

The Board requires reserves for a variety of reasons.

### **Specific Liabilities:**

Reserves are needed to cover specific liabilities. These liabilities include unpaid bills, legal proceedings, subsidy adjustments, etc.

### **Prevention of Borrowing:**

The Board has several programs in which it expends reserves and then must wait for the retroactive payment of subsidies. The Board has developed a levy system in which it waits for the retroactive payment of municipal and unincorporated levies. If the Board has no reserve it must borrow, at significant cost, to cover these expenditures. The need for working reserves in the Ontario Works Program is somewhat mitigated by the upfront provincial funding of the allowances portion of this program.

### **Reduction/Elimination of Bank Charges:**

Because the Board has reserves, it has been able, through a competitive tendering process, to negotiate very reasonable terms with a bank. Those terms provide for an interest payment at 1.0% and a set service fee of \$850 per month which covers all transactions. If reserves are not adequate the Board would pay high interest costs and bank charges.

### **Ability to Respond to Long Term Capital Needs:**

The presence of committed working reserves allows the Board to respond to capital requirements. An example of this is the construction of the Little Current and Foleyet Paramedic Services bases. The purchase of Mindemoya and Massey Paramedic Services bases and the Chapleau Integrated Social Services Office were also funded in this manner.

In the Paramedic Services program, there is the need for ongoing capital repairs for the bases which the Board either owns outright or leases. Ambulances also need replacement as they age. The presence of reserves allows these two significant areas of Paramedic Services expenditure to occur without creating huge year to year shifts in the municipal levy.

In the Social Housing program, reserves are needed as the building components and fixtures move through their life cycle. The reserves allow us to deal with exceptional and recurring capital requirements.

### **Ability to Respond to Significant Program Changes:**

The Board operates several programs which have been subject to huge cost shifts. This can occur in the Ontario Works program due to changes in unemployment rates. Paramedic Services costs can and have dramatically changed by adjustments in the availability of local

health care or as a result of unilateral provincial decisions. Since this Board delivers provincially mandated programs, significant increases in costs can occur as a result of changes in provincial legislation.

### **Ability to Respond to Significant Grant or Cost Sharing Changes:**

The Board is subject to the unilateral decisions of the Province and the Federal government to reduce grants or change cost sharing. This has been and will continue to be a reality with all four program areas under this Board's jurisdiction. Reserves provide some ability, at least in the short term, to offset these sudden unilateral decisions. In almost all the downloaded programs, open ended cost sharing has been replaced by unilaterally set grants.

### **Working Reserve**

The total amount of the working reserve which the Board may retain is 15% of the Board's current year's estimates as set out in the District Social Services Administration Board Act and Regulations. The legislation does not speak to committed reserves.

The following excerpt from the regulations notes that the working reserve may be up to 15% of the total estimates of the Board for the year. The Board estimates are not simply the amount required by the Board for the municipal levy. The estimates include the amounts which the Board requires from senior levels of government to have a balanced budget.

District Social Services Administration Board Act - Ontario Regulation 278/98

#### *ESTIMATES AND RESERVES*

7. (1) *Each board shall in each year apportion among the jurisdictions in its district, in accordance with section 6, the amounts that it estimates will be required to defray the expenditures for social services for that year and shall on or before March 31 of that year notify,*
  - (a) *the clerk of each municipality of the amount to be provided by that municipality; and*
  - (b) *the Minister responsible for each social service of the amount to be provided by the Minister with respect to that social service under section 8 of the Act. O. Reg. 37/99, s. 5 (1).*
- (2) *If a board that has given notice of its estimated expenditures incurs additional costs for social services that were not anticipated at the time the notice was given, the additional costs shall be apportioned and notification given in accordance with subsection (1). O. Reg. 278/98, s. 7 (2); O. Reg. 37/99, s. 5 (2).*
- (3) *In preparing the estimates, the board may provide for a reserve for working reserves in a year not to exceed 15 per cent of the total estimates of the board for the year. O. Reg. 278/98, s. 7 (3).*
- (4) *If the actual expenditures of a board for a year are greater or less than the estimated expenditures for that year, the board shall, in preparing the estimates of the amount required to defray its expenditures for the following year,*
  - (a) *make due allowance for any surplus that will be available from the preceding*

(b) provide for any deficit of the preceding year. O. Reg. 278/98, s. 7 (4).

This report completed in May 2018 and revised in October 2018 uses the 2018 gross estimated operating costs from the approved budget. The gross estimated costs are used to be consistent with legislation and because the Board expends gross funds prior to receiving any offsets of provincial grants, cost sharing or the receipt of municipal levies.

The working reserve cannot exceed 15% of the total estimated 2018 expenditures.

2018 total estimated expenditures **\$35,932,330**.

15% Working Fund Reserve amount is **\$ 5,389,850**.

### **Board Policy - Working Reserves**

The Manitoulin-Sudbury District Services Board by [Resolution #02-097](#) has adopted a policy to have working reserves set at 15% of the municipal share of the DSB's current operating budget.

Specifically, the policy is:

*"To maintain a Working Reserve that is set at a maximum of 15% of the annualized municipal share of the DSB's operating current budget."*

The above policy provides for a working reserve which is less than that provided for by the legislation.

2018 municipal share of the operating 2018 budget **\$10,337,824**.

15% Working Fund Reserve amount is **\$1,550,674**.

<b>Summary of Working Funds Reserve</b>		
<b>Reserve Balance as of December 31, 2016</b>	<b>\$1,766,773</b>	
<b>Withdrawals</b>	<b>Amount</b>	<b>Board Resolution</b>
<b>Total Withdrawals</b>	<b>\$ 562,314</b>	
<b>Deposits</b>		
2016 Surplus	\$ 68,438	
Repayment to Reserve for all buildings	\$ 178,435	
	\$	
<b>Total Deposits</b>	<b>\$ 246,873</b>	
<b>Balance of Reserve at December 31, 2017</b>	<b>\$1,451,332</b>	

Based on the 2017 audit, the Board has Working Funding Reserves of **\$1,451,332**.  
**The working reserves is underfunded by \$99,342.**

**#1 Recommendation:**

**The Board reaffirms its existing policy related to the working fund reserve.**

### **Committed Reserves**

In addition to the Board's working reserve, there are a number of committed reserves. These have been established by legislation, Board resolutions or as a result of decisions reached as part of the budget process. These funds are set aside for a specific purpose/obligation and are used to meet those specific purposes/obligations.

Each year, in some of these committed reserves, funds are flowed into the reserve and flowed out to meet the specific expenditure requirements. An example of this is the Paramedic Services Ambulance reserve. In that case, \$435,939 goes into the account annually and the number of required ambulances based on a 7-year renewal plan is purchased from that account each year. As a result, this committed reserve balance may change significantly from audit to audit. To identify those types of committed reserves we have added the title "Revolving" after the reserve title.

The existence of these committed reserves reduces the likelihood that the municipal share will vary significantly from year to year. An example of this is the ambulance replacement reserve allows us to levy a consistent amount each year, even though the number of ambulances purchased may fluctuate dramatically from year to year.

#### **Information Technology Refresh (IT) Committed Reserve (Revolving)**

**Balance end of 2017 is \$223,322.**

Due to the rapid evolution of technology, and new hardware requirements as a result of provincially mandated systems, there is a need for a committed reserve to avoid significant year to year fluctuations. All the programs rely on the continuous functioning of a DSB wide IT system. Accordingly, funds must be available to immediately replace IT components that may fail.

In 2017 this reserve was augmented by a transfer of **\$119,578** from the operating budget.

#### **DSB Capital Repair (Revolving)**

**Balance end of 2017 is \$1,613,446.**

The Ministry has passed regulations requiring each Consolidated Municipal Service Manager or DSSAB to expend a prescribed amount each year for capital repairs for its directly operated public housing portfolio. In this jurisdiction, the public housing portfolio ownership is registered to the Board. Prior to devolution, the capital needs for the public housing portfolio were met by the Province from general revenues and from Federal subsidies.

As a result of Provincial regulations, the amount for the Board to expend each year for capital repairs of the public housing portfolio is \$803 per unit per year. For the transferred public housing units, the amount is 281 x \$803 = \$225,657. In the 2017 Budget the Board contribution was \$169,170 bringing the total amount to \$394,827 being levied each year as

part of the Housing Services Budget. With the additional contribution to this reserve it was decided that this reserve would become a “Revolving” reserve with the requirement that at minimum the \$225,657 in Federal Funding must be utilized on an annual basis. These funds are used each year to fund the capital repairs approved for that year.

In 2010 [Building Condition Assessments](#) (BCA) were completed on all social housing properties. These BCA's have allowed for the creation of a multi-year consolidated capital repair plan which was included in the 2016 Budget.

In June 2013, staff prepared a report for the Board on the effect of End of Operating Agreements (EOA). The federal funding for the social housing buildings will decrease by \$56,053 by 2024. Currently the DSB spends \$394,827 on capital expenditures and this amount will be reduced by \$56,053 in 2024.

Additionally, the Building Condition Assessment (BCA) that was prepared for Manitoulin-Sudbury DSB indicated that an additional \$79,880 is required annually to maintain the capital reserve for the housing buildings.

By 2024, the DSB will require an additional \$135,933 (\$56,053 + \$79,880) in municipal funding to maintain the capital infrastructure of its existing public housing stock.

In the June 26, 2013 [End of Operating - Issue Report](#), staff recommended that the Finance Committee consider increasing the capital repairs budget on an annual basis to eliminate the \$135,933 shortfall over the next 11 years. That would require an additional \$12,358 annually from 2014 to 2024 to eliminate the shortfall.

A new BCA is being completed and will be available in the fall of 2018; this may affect the requirements for the Social Housing Reserve contributions.

The approved 2018 Budget increased the contribution to the Social Housing Reserve by \$12,358. In 2018, the reserve contribution will be \$407,185.

**The Program Support and Paramedic Services Budgets include building repairs. The 2018 Budgets do not adequately cover repairs such as roof replacements, major heating and plumbing replacements.**

**#2 Recommendation:**

**Change the name of the Social Housing Capital Repair Reserve (Revolving) to the DSB Capital Repair Reserve (Revolving) in order to include the Paramedic Services Five Year Capital Plan and the Program Support Accommodation Five Year Capital Plan.**

**#3 Recommendation:**

**That the Board approve the addition of \$90,000 from the Paramedic Services Five Year Capital Plan to the 2019 DSB Capital Repair Reserve (Revolving).**

#### **#4 Recommendation:**

**That the Board approve the addition of \$5,000 from the Program Support Accommodation Five Year Capital Plan to the 2019 DSB Capital Repair Reserve (Revolving).**

In 2017 this reserve was augmented by a transfer of **\$394,827** from the operating budget.

#### **DSB Vehicle and Equipment Replacement Committed Reserve (Revolving) Balance end of 2017 is \$ 654,297.**

The DSB requires vehicles in all departments in order to operate. The two vehicle reserves have been consolidated in one reserve to ensure funding is available to replace vehicles on an annual basis without creating large budget fluctuations from year to year.

The ambulance replacement policy will remain on a cycle of 7 years. The other vehicles are replaced on an as needed cycle based on use and wear. However, the other vehicles are budgeted for replacement on a 5-year cycle.

**The need for medical equipment can change from year to year due to Ministry requirements, disease outbreaks and product replacement cycles. To avoid significant fluctuations in the budget process year to year, an amount is being transferred by the budget process into this committed reserve.**

Funds are flowed into this committed reserve and are flowed out to meet the specific expenditure requirements each year. In 2017 this reserve was augmented by a transfer of **\$691,968** from the operating budget.

For 2018, the DSB budget includes \$81,080 for Paramedic uniforms, jackets and helmets. In the latest OPSEU Collective Agreement, the mandatory annual allocation for uniforms and personal protective equipment has been eliminated. This has allowed for some efficiencies by moving dollars from the operational budget to a reserve to allow for annualized fluctuations.

#### **Benefits Reserve (Revolving) Balance end of 2017 is \$518,606**

With the passage of Bill 163, if a first responder or other designated worker covered by the legislation is diagnosed with Post Traumatic Stress Disorder (PTSD) by a psychiatrist or psychologist and makes a claim for benefits, the Workplace Safety and Insurance Board (WSIB) must presume the condition is work-related, unless the contrary is shown. To address the costs associated with these WSIB claims, WSIB issues surcharges annually with the New Experimental Experience Rating Plan (NEER). NEER generates premium refunds and surcharges based on an employer's accident cost experience. When determining claims costs for the refund or surcharge calculation, NEER considers overhead costs and future costs of benefits relating to the claim.



The annual maximum group surcharge (specific to paramedics) is \$1,001,896 for 2017. Each WSIB claim for PTSD, costs DSB approximately \$331,875 based on 2017 actuals. The most recent WSIB NEER statement **from June 2018** is showing that the **2018 NEER costs** will be **\$631,929** if no changes occur. **The Benefits Reserve balance as at December 2017 is \$518,606. The amount \$113,323 is included in the 2019 Paramedic Services Budget as a transfer to Benefits Reserve.** When a WSIB claim is approved, surcharge is applied based on the accident date. Therefore, WSIB annually invoices for surcharges retroactively for four years. The surcharge for prior years is not budgeted for, and is unpredictable; a reserve will alleviate a deficit in any given year.



Workplace Safety & Insurance Board  
Commission de la sécurité professionnelle et de l'assurance contre les accidents du travail

200 Front St. West  
Toronto ON  
M5V 3J1

**NEER Firm Summary Statement**

Page No. 1

MSDSB  
ATTN HUMAN RESOURCES  
MANITOULIN-SUDBUKE  
DISTRICT SERVICES BOARD  
210 MEAD BLVD  
ESPANOLA ON

PSE 1R9

Account Number	8590834
Firm Number	625561
Rate Number	590
Past Awards to:	2018-06-30

Accident Year	Premium (\$)	Expected Cost Factor (%)	Expected Costs (\$)	NEER Costs (\$)	Rating Factor (%)	Performance Index
2018	762,044.47	46.28	352,674.18	631,929.02	77.79	1.79
2017	675,678.41	37.07	250,473.99	1,001,895.96	75.43	4.00*
2016	621,339.29	31.68	196,840.29	787,361.16	73.54	4.00*
2015	585,339.13	20.79	121,692.01	486,768.04	72.88	4.00*
2014	559,796.62	20.24	113,302.84	453,211.36	72.10	4.00*

Prior to July 1, 2011, the DSB purchased insurance to cover the cost of prescribed drug benefits provided to employees in accordance with collective agreement commitments. Purchasing insurance to cover the cost of prescribed drugs meant that the DSB was billed an annual premium based on usage over the past years.

As of July 1, 2011, the DSB has moved away from insurance based coverage to a self-funded benefits program which includes stop loss insurance in instances where one individual's claims exceed a threshold of \$10,000 annually. Since the introduction of this self-funded benefits coverage program, the DSB has seen some significant savings however since the costs associated with the program are based on actual expenditures by employees and their families, there is a risk that costs will vary significantly from year to year. Many organizations have moved to self-funded drug benefit programs. What they have found is

the creation of a reserve for this purpose does alleviate the need for significant changes in year to year budgets as actual costs vary annually

The reserve would only be augmented when there is a year-end surplus in the benefits budget for any year. In 2017 this reserve was augmented by a transfer of **\$18,606** from the operating budget.

**#5 Recommendation:**

**That the Board approve a 2019 Paramedic Services Budget transfer of \$113,323 to the Benefits Revolving Reserve based on the estimated 2018 NEER costs.**

**Summary**

This report, once approved, will be added to the Finance section of the Board website as an ongoing reference document and be updated annually based on the prior years’ audit and the current year estimates. See the summary chart in Appendix A.

<b>Appendix A</b>			
<b>Working Funds Reserve Balances</b>			
<b>Title of Reserve</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Working Reserve	<b>\$1,451,332</b>	\$1,766,773	\$550,840
Public Housing Capital Repair Reserve	<b>\$1,613,446</b>	\$1,611,092	\$1,630,472
DSB Vehicle and Equipment Reserve	<b>\$ 654,297</b>	\$ 729,249	\$ 897,035
Information Technology (IT) Reserve	<b>\$223,322</b>	\$198,732	\$165,612
Benefits Reserve	<b>\$518,606</b>	\$100,000	\$21,405
Paramedic Services Severance Reserve	<b>\$0</b>	\$0	\$235,992
<b>Total Reserves per Audited Financial Statements</b>	<b>\$4,461,003</b>	<b>\$4,405,846</b>	<b>\$3,501,356</b>

# Department Presentations



# Board Governance

AUREL MALO  
DIBRINA SURE HUMAN RESOURCES

# Summary

- DSSAB Board Structure
- Board Governance
- What is Role of Board Member
- Relationship between Board and CAO
- Best Practices

# DSSAB Board Structure

- The DSSAB evolved from a District Welfare Administration Board (DWAB - Sudbury), and from Municipal run services in the Manitoulin District which delivered General Welfare Assistance, Child Care and related programs for over twenty years.
- Under the Local Services Realignment, the provincial and municipal roles and responsibilities significantly changed in 1998, which resulted in the formation of Consolidated Municipal Service Managers.
- The consolidation of municipal service managers resulted in the management of the delivery of social assistance, child care and social housing by 37 municipalities in Southern Ontario and 10 DSSABs in the north

# DSSAB Board Structure

- The Board is a corporation established under the DSSAB Act and under the Ontario Corporations Act.
- Applicable sections under the Municipal Act are;
  - Section 19
  - Section 269
  - Section 270
- The Board exercises the powers, duties, and responsibilities in the district relating to social services given to the council of a municipality.
- The composition and geographic territory for each DSSAB is prescribed by the Lieutenant Governor in Council by regulation.
- The Board operates within a number of legislative acts and regulations



# DSSAB Act: Interim Governance & Accountability Guidelines, 2006

- In 2006, after a series of consultations between the DSSABs and the Ministry of Community and Social Services, the Ministry produced a guiding document to represent their governance and accountability requirements for the DSSABs. The requirements were based on the DSSAB Act, regulations and ministry policy with the intent to ensure consistent governance and accountability provisions in place for each DSSAB.
- These guidelines clarified and confirmed the following;
  1. The role of the DSSAB Board, Chair, Officers and Employees
  2. Closed meetings
  3. Procedural Rules
  4. Notice Policy
  5. Municipal Conflict of Interest Act
  6. Audit Requirements
  7. Financial Statements
  8. TWOMO Election Administration
  9. Transition Period Following Election
  10. Filling a TWOMO Member Vacancy

# DSSAB Governance

## Guideline # 1

The role of the DSSAB board is to provide overall governance responsibility in order to be accountable for and to carry out the duties of the board, including:

- To represent the public and to consider the well-being and interests of all of the member municipalities and Territories Without Municipal Organization (TWOMOs);
- to develop and abide by the policies and programs of the board;
- to determine which services the board provides;
- to ensure that administrative practices and procedures are in place to implement the decisions of the board;
- to maintain the financial integrity of the board;
- to carry out the duties of the board under the *District Social Services Administration Boards Act*, the *Ontario Works Act 1997*, the *Day Nurseries Act*, the *Social Housing Reform Act, 2000*, the *Municipal Act, 2001* and the related Regulations or any other Act as required, and including the legislation of the Ministry of Health and Long-Term Care where applicable
- Designate a spokesperson and ensure open communication channels with provincial government ministries

# DSSAB Governance

Board members have a legal and fiduciary obligation and are:

- Accountable for the organizational performance and actions
- Must comply with the corporation's relevant acts and regulations under the statute under which the organization is incorporated
- Exercise their power with due diligence

Fiduciary obligation:

- Financial Stewardship; ensuring the financial health of the organization by managing its assets, finance and resources
- Legal Compliance
- Setting policy framework to provide overall strategic direction

# DSSAB Governance

The Role of the Chair is:

- to carry out the duties of the Chair under the DSSAB Act or any other Act;
- to preside over board meetings.

Members of the board who are appointed as chair may be re-appointed as chair the next year.

The role of the officers and employees of the DSSAB is:

- to implement the board's decisions and establish administrative practices and procedures to carry out the board's decisions;
- to undertake research and provide advice to the board on the policies and programs of the board;
- to carry out other duties required under the DSSAB Act or any Act and other duties assigned by the board.

# What is Governance?

- Macro level focus - “**Big Picture**” – Steering the ship
- formulation of policy directions which advance the mission
- **focused on outcomes** - based on purpose and guided by vision and principles
- concerned with “**ends**” not “**means**”
- forward looking - scanning the environment
- Discussions should be focused on asking key questions especially “**what**” & “**why**”
- The “**How**” or (actions to get there) should be delegated to the CAO and Staff



# What is Administration?

- Micro level focus
- Concerned with specifics and details  
“how to”
- day-to-day management of affairs of the organization
- Board Members are not managers or administrators - they are Directors of the Corporation!!
- paddling the boat



# Board Governs - Management Manages

## **The Board of Directors:**

- Delegates the day-to-day supervision of the affairs of the organization to the CAO (management of operations)
- The only staffing matters the Board should concern itself with are:
  - the hiring, monitoring and evaluation of the Chief Administrative Officer (CAO); and
  - the review and approval of personnel policies.

# Governance Best Practices

- Clarity in respective roles, relationships and expectations
- Shared vision, values and mission
- Board and staff work as a **team** and have a high level of **trust**
- Good board development practices
- Regular performance assessment of Board and CAO
- Constructive conflict resolution procedures in place / use (i.e. how do we move forward after a disagreement)
- MAINTAINING A SENSE OF HUMOUR!!!



# Key Take-Aways

- The Board is ultimately accountable (legally & financially) for the performance of the organization. [Results / Outcomes]
- Primary role of the Board is to establish policies, determine strategic directions and confirm annual deliverables (results) for the corporation.
- Board is responsible for hiring and evaluating one employee only – the CAO
- Board needs to delegate executive authority to CAO on its behalf and clearly define the boundaries of this authority (executive limitations) so that:
  - a) the role of the CAO does not usurp the accountability of the Board; and
  - b) the role of the Board does not usurp the roles and responsibilities of the CAO
- Should be a healthy tension between the CAO & Board – but should be a supportive relationship built on trust/respect.



# Human Resources Management

AUREL MALO  
DIBRINA SURE HUMAN RESOURCES

# Summary

- Overview of HR Services
- Employees by Services Areas
- Bargaining Units
- Key Initiatives

# How are the Services Provided

- Unique combination of contracted services and in-house support.
- Service Agreement with DiBrina Sure HR Inc.
- In-house HR support position (Executive Assistant)

# Services Provided by DiBrina Sure HR

Labour Management including:

- Union negotiations, grievance management, employee relations committees, collective agreement interpretations, general advice and guidance.

Salary administration including:

- Pay equity, management wages, surveys, etc.

# Services Provided by Dibrina Sure HR

- HR Board Committee – Co-ordination/Admin representative
- Management Committee
- Job Descriptions
- Policies and Procedures
- Management Training
- Recruitment and Selection
- General Advice and Guidance on all HR related matters

# Human Resources

DSB employs approximately 191 staff:

Paramedic Services: 134

PTS: 8

Housing: 12

Ontario Works/Integrated Social Services: 22

Children's Services: 1

Administration: 14

Total: 191 ( 131 FT/ 60 PT)



# Collective Bargaining Status

PARAMEDIC SERVICES	ISS/IAM AND FINANCE	PATIENT TRANSFER SERVICE
Represented by OPSEU	Represented by CUPE	Represented by OPSEU
CA expires December 31, 2019	CA expires December 31, 2018	CA expires December 31, 2018



# Manitoulin-Sudbury DSB Orientation for New Board Members

FERN DOMINELLI  
CHIEF ADMINISTRATIVE OFFICER

# Historical Overview

The total number of Board members for each of the ten District Social Services Administration Boards (DSSAB's) is set out in the DSSAB Act and Regulations.

Any increase or decrease in the number of Board members or any change to the boundaries of an area requires a change in the provincial regulations.

# Historical Overview

In the past, the province has clearly stated they would not consider a regulation change regarding the Board member distribution unless there is a clear double majority support for the requested change.

Double majority support means that a majority of the municipalities and the unincorporated representatives support the change, and that those areas supporting the change also represent a majority of the electors in the DSB's geographic service jurisdiction.

There are no provincial guidelines, regulations or legislation that dictates or provides guidance on how to develop a Board Representation model.

# Board Representation Model

The DSSAB Steering Committee hired the Randolph Group to develop a Board Representation Model in 1998.

The model developed by the Randolph Group was approved by the DSSAB Steering committee and by a double majority vote as defined by DSSAB Act regulations in 1998.

The current Board representation model was based on population.

In 1998 the total population was 31,977 and there is on average 1 Board member assigned per 2,284 in population.

# Current Representation Model

Area	Townships	Population 1998	Board Members
1	Espanola	5,306	2
2	Sables-Spanish Rivers, Baldwin, Nairn & Hyman	4,244	2
3	French River, Killarney, Markstay-Warren, St.Charles	6,305	3
4	Chapleau	2,766	1
5	Billings, Burpee & Mills, Cockburn Island, Gordon & Barrie Island, Gore Bay	2,185	1
6	Assiginack, Central Manitoulin, NEMI, Tehkummah	5,096	2
7	Territories Without Municipal Organization (TWOMO)	6,075	3
	Total	31,977	14

# The Model

Over the past 15 years there have been many discussions at the Board level around the current representation model. The DSB 2009-2011 Strategic Plan recommendation #209 states:

- That the issue of representation be discussed at a special meeting of the DSSAB.

The issue of representation was reviewed by the Strategic Planning Committee of the Board in May 2009.

- The conclusion was that municipal representation is appropriate based on the populations within the organized municipalities in the Board's jurisdiction.



# The Model

At the April 2012 Board meeting, the Mayor of Killarney, Morgan Pitfield made a presentation on behalf of the Sudbury East Municipal Association (SEMA) asking that the model be reviewed.

The DSB Board agreed and established an Ad-Hoc Committee to review Board representation in May 2012.

During 2012 the Ad-Hoc Committee on Board Representation met on 4 separate occasions and reviewed 13 different representation models.

At the November 2012 Board meeting the Board passed Resolution # 12-103 indicating “no changes to the DSB representation model will be made at this time”

# Board Apportionment Model

Apportionment Formula approved March 6, 2003

Resolution No. 03-24

Moved by: Ray Chénier

Seconded by: Jack Barr

THAT the Board accept the Budget Committee recommendation that the DSSAB's member municipalities commence to be apportioned according to an apportionment formula that would see the Payments In Lieu (PILs) included in the weighted assessment formula, and see the percentage of the cost attributed to Townships Without Official Municipal Organization (TWOMO) share of the DSSAB Act funded programs changed from the present 19.2% to the previously attributed 19.9% of the municipal share of the budget.

Carried

Apportionment Formula was amended October 28, 2004 to include power dams after a double majority vote by member municipalities passed and the Board approved resolution 04-110.

# DSB Future Priorities & Challenges

# Ontario Works

- Provincial initiatives:
  - Social Assistance Reform
  - Benefits Modernization
  - Human Services Integration
  - Employment Services Integration

# Children's Services

- Marketing Child Care Provider Services in order maximize services for children
- Continuing to develop a Quality Assurance Program
- Effects of the proposed \$7,500 provincial tax credit for child care on child care system

# Social Housing

- Implementation of 10 Year Housing & Homelessness Plan without adequate resources
- Aging at home, managing the needs of seniors within our portfolio
- Finding creative ways to create Affordable Housing with minimal provincial capital funding
- Expanding the Portable Housing Benefit through the DSB's Direct Shelter Subsidy program
- Reviewing and prioritizing the results of 2018 Homelessness Enumeration Report



# Paramedic Services

- Community Paramedicine
- Non Urgent Patient Transfer Service
- Enhancing Paramedic Skills
- Supporting staff through peer support programs & evidence based research on PTSD
- Development of strategies for injury and illness prevention

# General

## Information Technology Infrastructure

- Increasing bandwidth
- Ever-changing processes and systems mandated by the various provincial systems

## Infrastructure & Asset Management

- Energy Costs
- Aging Housing Stock

# General

## Financial Information

- Expanding E-Commerce
- Accounting Software
- Changes to reporting requirements

## Human Resources

- Succession Planning
- Bargaining & Labour Management
- Benefits Administration

# General

## Board Governance & Accountability

- Provincial Review of DSSAB Act and possible implications of any provincial decisions
- Meeting the need for Affordable Housing across the DSB jurisdiction with limited capital funding
- Managing in an era of Provincial constraints
- Strategic Plan

# Paramedic Service Department

ROBERT SMITH  
CHIEF OF PARAMEDIC SERVICES



# History

Of three Emergency Services (Police, Fire and Paramedics) Paramedic Services is by far the youngest, only 40 years old.



# History

Despite the age of this profession, Paramedics have evolved at a significant rate over the past years.

- The introduction of Advanced Life Support took hold in the late 1980s
- Critical Care Paramedics came into being in the early 1990s.
- Primary Care Paramedic scope of practice expanded over the last 15 years to include more diagnostics, increased use of medications, and adoption of definitive treatment protocols.
- There is currently significant work in place to have a single level of care, with a Bachelorette degree as the entry to practice. The target is 2025.
- The Minister of health remains in possession of a submission proposing self regulation for Paramedics.

# MOHLTC Responsibilities

## Dispatching of Land Ambulances (911)

- Currently Manitoulin-Sudbury DSB is associated with 3 Central Ambulance Communications Centres (CACCs) in Sudbury, Sault Ste. Marie, & Timmins.
- The Manitoulin-Sudbury DSB Board is working with the Ministry of Health and Long-Term Care to collapse communications into a single centre as a strategy to improve operational oversight.
- As of October 2018, the plan had made it through two of three approval levels.





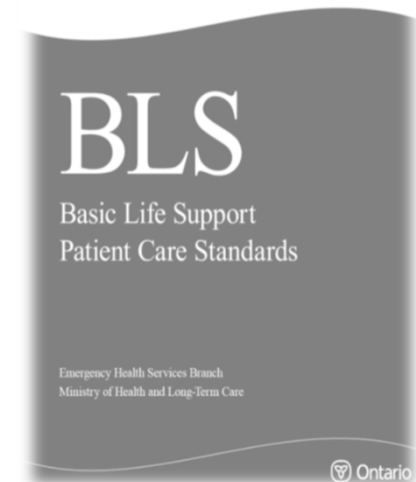
# MOHLTC Responsibilities

## Base Hospital Services

- Base Hospitals offer medical oversight for Paramedics in Ontario.
- In 2008 the Base Hospital system centralized into a single site managed through Health Sciences North, and titled Health Sciences North Center for Prehospital Care.
- A submission to move Paramedics into a self-regulated profession has been in the MOHLTC hands since December 2013.

## Regulatory Oversight and Legislative Compliance

- Through a 3-year certification cycle.
- Last Ambulance Service Review was in 2016
- Results are posted on the DSB Website.



# Paramedic Services Key Responsibilities

- Provide a all inclusive and seamless public service including:
  - Provision of all personnel, fleet, facilities and equipment
  - Provision of an approved deployment model including on-site versus on-call.
  - Provision of an approved level of service, specific to a standard of care.
- Responsible for all costs associated with the provision of these services:
  - 50/50 cost share with province on “Approved Costs”
- Ensure legislative compliance, including numerous standards and regulations which cross though different realms of provincial ministries.
  - Paramedic Services are one of the most heavily regulated professions in the public sector.

# DSB Deployment Model

- Manitoulin-Sudbury DSB employs 140 Primary Care Paramedics (PCP)
- Paramedics are graduates of an approved PCP program (2 years).
- Paramedics must additionally have been certified through the Provincial examination process
- Paramedics must then be certified by the Base Hospital Program Medical Director to the level of PCP.

# Manitoulin-Sudbury DSB Paramedic Services

- 12 Station Locations
  - Sudbury East: Noëlville, Hagar, Killarney
  - Sudbury North: Chapleau, Foleyet, Gogama
  - La Cloche: Espanola, Massey
  - Manitoulin Island: Little Current, Mindemoya, Gore Bay, Wikwemikong (Wikwemikong is operated by DSB on behalf of the Province)
- 3 Volunteer Emergency First Response Teams
  - Cartier, Cockburn Island, Tehkummah
- 15 Tiered Response Agreements with local municipal Fire Departments to support Paramedic Services.

# Manitoulin-Sudbury DSB Paramedic Services

## Logistical Resources

- 23 Ambulances
- 5 Emergency Response Vehicles
- 3 Emergency First Response Team Vehicles

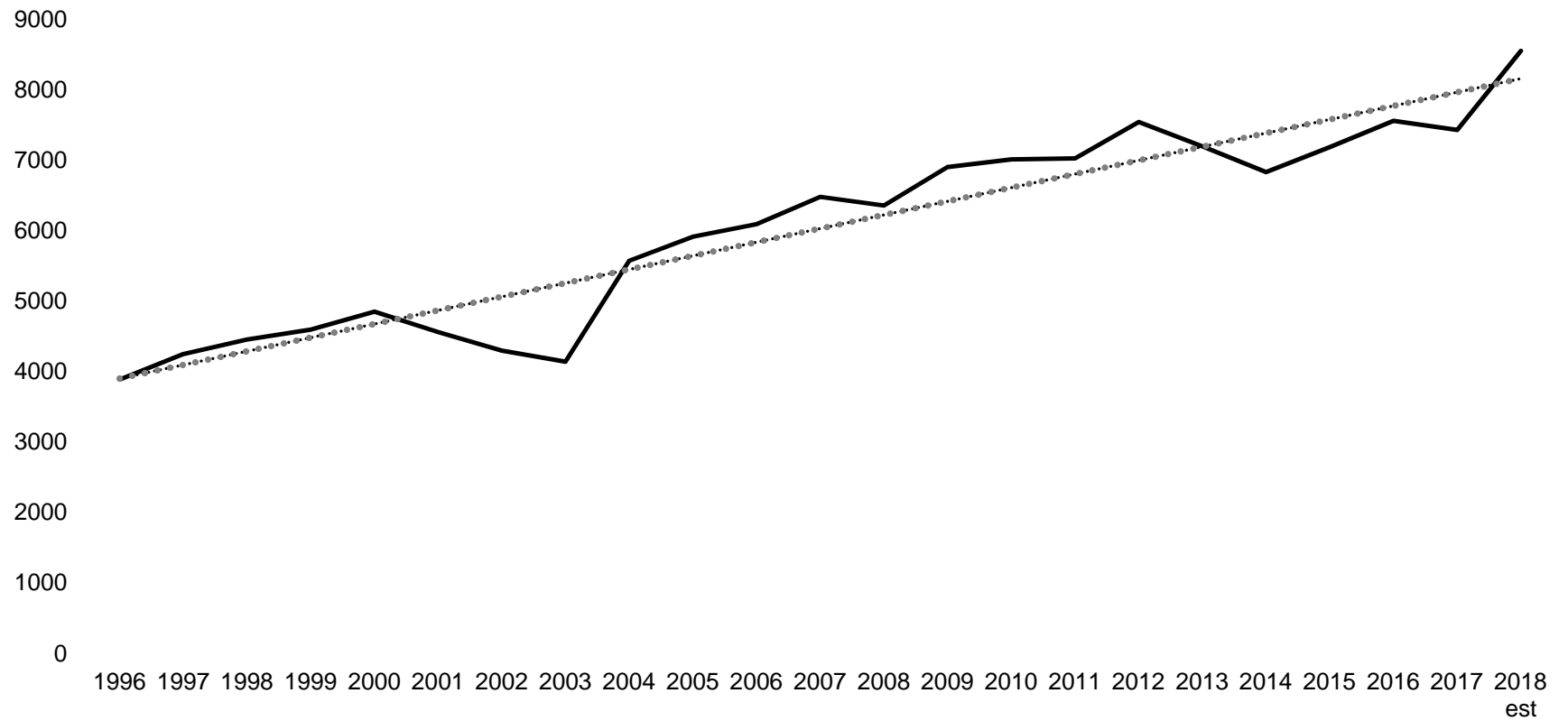


## Human Resources

- 78 Full Time Primary Care Paramedics
- 62 Part Time Primary Care Paramedics



# Year Over Year Call Volume Trend



# 2018 YTD Call Volume (Total until Nov 30, 2018)

STATION	Priority 1 Deferrable	Priority 2 Scheduled	Priority 3 Prompt	Priority 4 Urgent	TOTAL	% of Total
Chapleau	24	17	81	128	250	3.18%
Espanola	171	28	383	606	1188	15.15%
Foleyet	4	3	18	30	55	0.70%
Gogama	8	3	47	196	254	3.24%
Gore Bay	15	4	83	251	353	4.50%
Hagar	96	0	133	496	725	9.25%
Killarney	12	1	22	68	103	1.31%
Little Current	215	41	331	557	1144	14.59%
Massey	47	6	214	571	838	10.69%
Mindemoya	179	33	270	450	932	11.89%
Noëlville	89	4	124	458	675	8.61%
Wiwemikong	116	18	373	816	1323	16.88%
<b>PRIORITY TOTALS</b>	<b>976</b>	<b>158</b>	<b>2079</b>	<b>4627</b>	<b>7840</b>	<b>100.0%</b>

# 2018 YTD Call Volume (2015 to 2018)

- Paramedic Services Call Volumes
  - Nonurgent calls have increased by 23% since 2015
  - Interfacility nonurgent calls have decreased by 63.7% since 2015.
  - Urgent call volumes have increased by 30% since 2015.
  - Emergent call volumes have increased by 22.1% since 2015.



# Patient Transfer Service Pilot Program

- March 2013 Pilot Initiation (6 month pilot program)
  - From April 2017 to fall 2017, several efficiencies were introduced.
  - PTS volumes increased by almost 300% by mid 2018.
  - The LHIN RFP for a permanent model was let in August 2017, and closed October 2017. To date, a vendor has not been selected.
  - The effective leveraging of the PTS program has allowed Paramedic Services to free up Paramedic resources to focus on emergency responses and Community paramedicine.

# Community Paramedicine Programs

- Pilot Program with Algoma and Cochrane in 2014
  - The MOHLTC, then LHIN has provided annualized funding for CP programs in Manitoulin-Sudbury (28K)
  - Manitoulin-Sudbury DSB has expanded the CP program since that time to include; post discharge referrals, wellness clinics in DSB buildings, with ISS staff, seniors sessions in St. Charles and French River.
  - Demonstrative benefits include a nearly 90% reduction in 911 calls into DSB locations with CP programs, and the identification of undiagnosed conditions, allowing access to primary health care.

# Community Paramedicine Programs

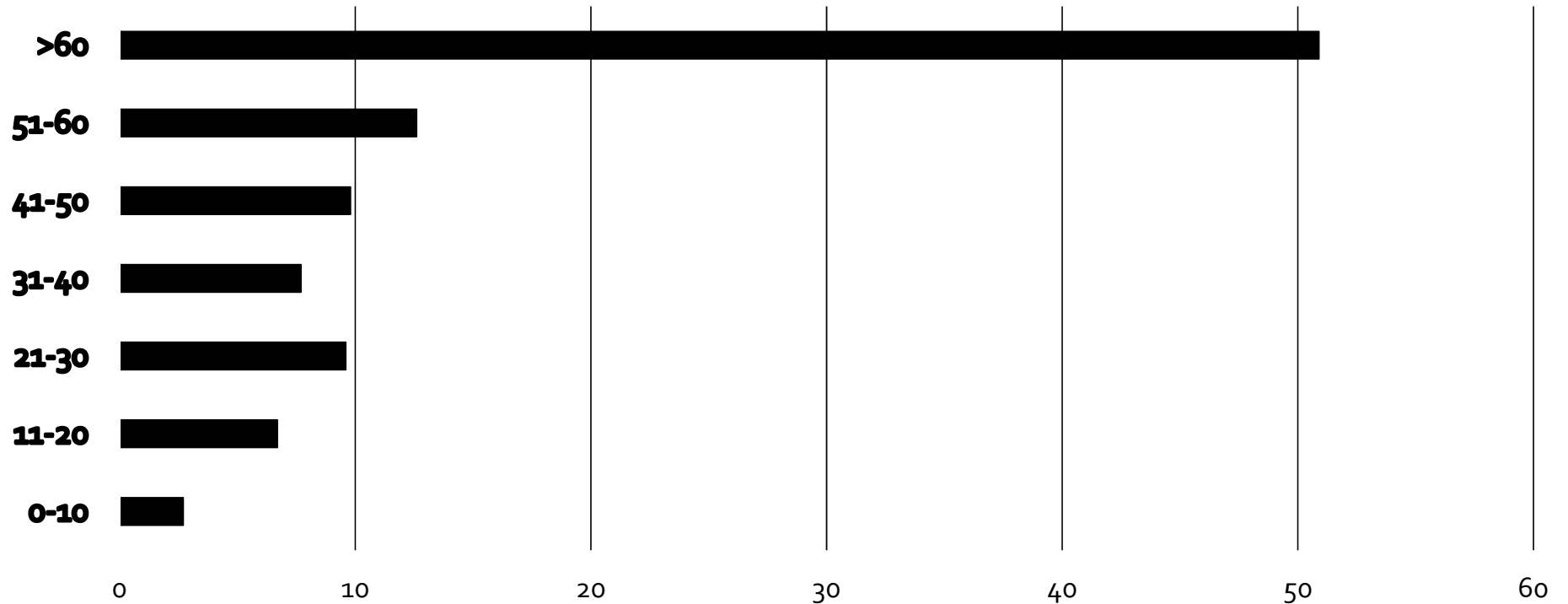
- In 2018, the LHIN provided Manitoulin-Sudbury DSB with one-time funding to cover costs for the contracting of a CP Medical Director, for purchase of diagnostic equipment, and to allowing piloting of a documentation tool.
- In the fall of 2018, Paramedic Services and ISS submitted a Business Case for annualized funding to allow expansion of the CP program.

# The Aging Tsunami

- Healthcare in Ontario is facing a major issue with the aging population
- Baby boomers are becoming senior citizens
- By 2050, 29% of Canada's population will be 65 or older. In northern Ontario, that number will be higher.
- As people age they become significant consumers of the healthcare system.
- Northeastern Ontario is demographically predisposed to high utilization of health systems.

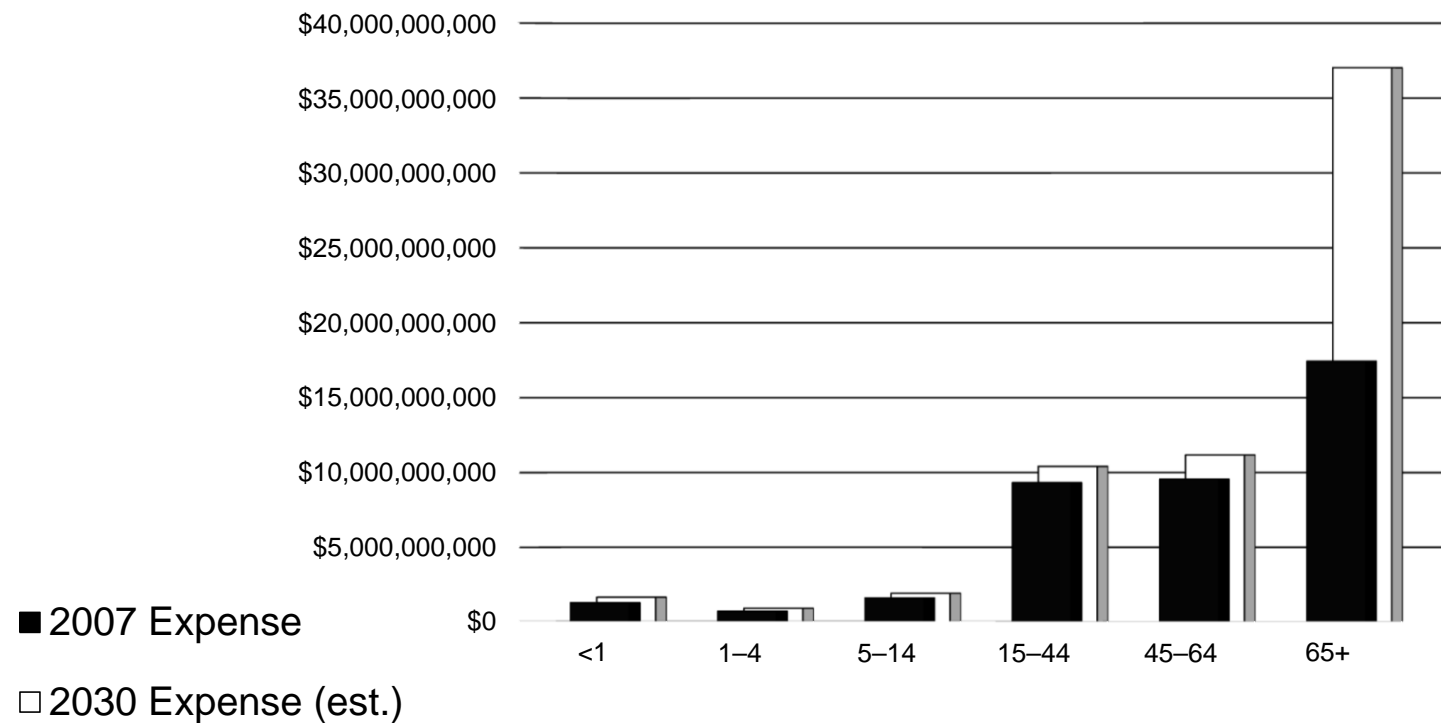
# Age Demographic

2018 extrapolated



# Aging Tsunami

The predicted effect on healthcare spending



# Future Strategic Direction

Introduction of Intravenous therapy in 2018

Potential ACPs scope of practice to leverage increased level of care

Integration of Paramedics into prevention programs with community stakeholders and primary health teams

Expansion of Community Paramedicine

Expansion of Research in the profession, focusing on outcomes-based practice

Development of strategies for injury and illness prevention.





# Integrated Social Services

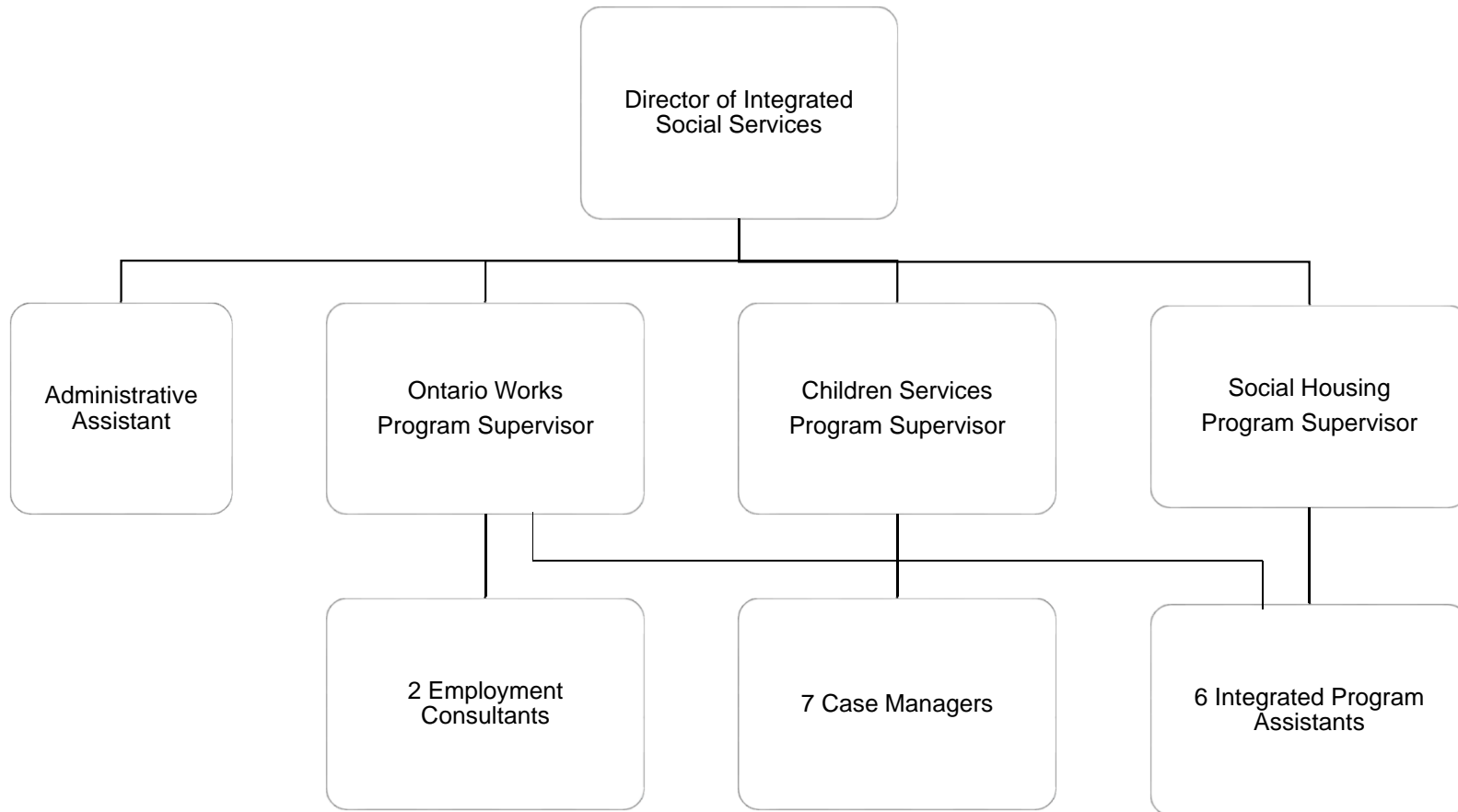
DONNA STEWART  
DIRECTOR OF INTEGRATED SOCIAL SERVICES

# What is Integrated Social Services?

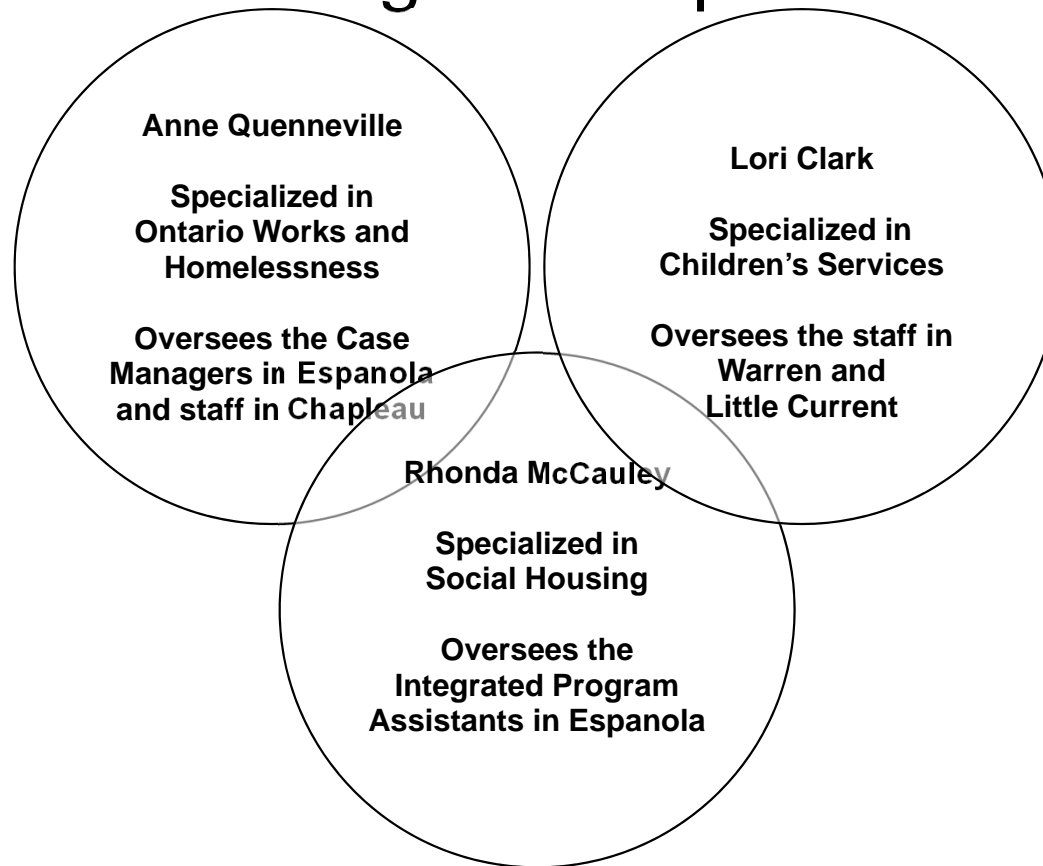
- Ontario Works
- Social Housing
- Children Services
- Employment Ontario
- Our Kids Count
- Healthy Communities Fund
- Direct Shelter Subsidy



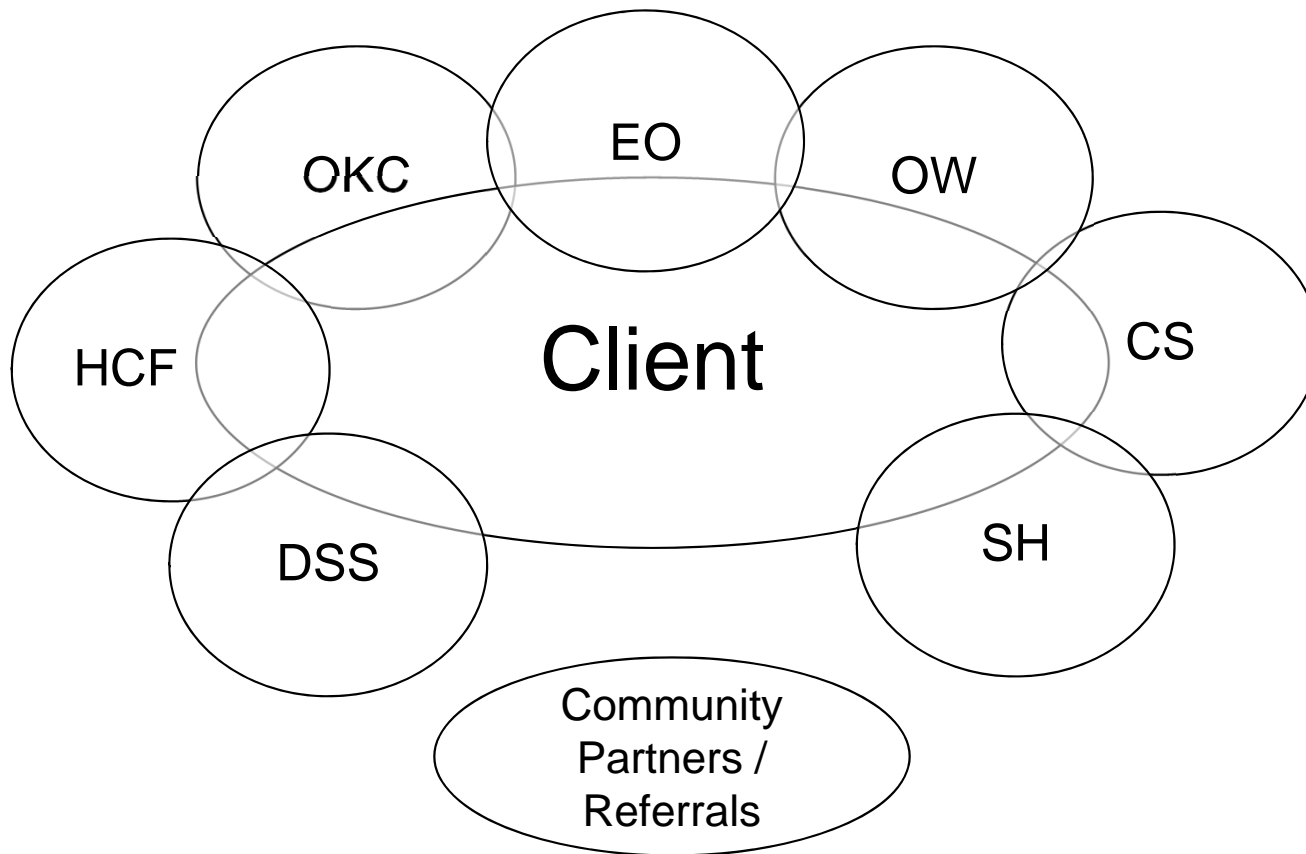
# Integrated Social Services



# Integrated Social Services Program Supervisors



# Coordinated / Integrated Services



DSS = Direct Shelter Subsidy  
HCF = Healthy Communities Fund  
OKC = Our Kids Count  
EO = Employment Ontario  
OW = Ontario Works  
CS = Children's Services  
SH = Social Housing

# What does integration look like?

⇒ Applications

⇒ Services (social assistance, child care subsidy, employment, lease signing etc.)

⇒ Client / tenant services available at local DSB offices

⇒ Dropping off information for any program that the DSB manages

# Benefits of Integrated Model

- Knowledge base of all programs
- Seamless service experience for clients
- Integrated Staff Development
- Families receive the supports they want and need
- No Wrong Door!

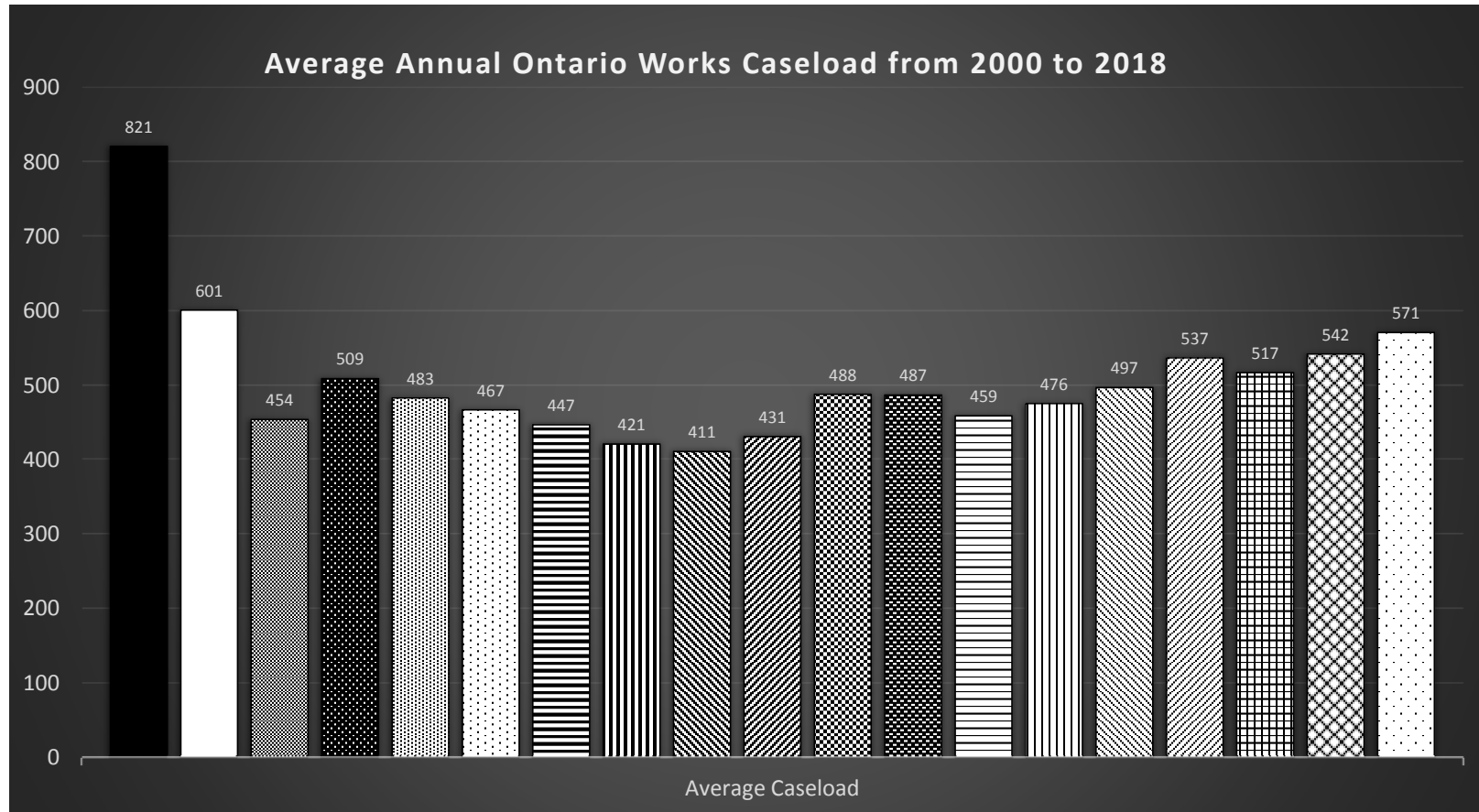




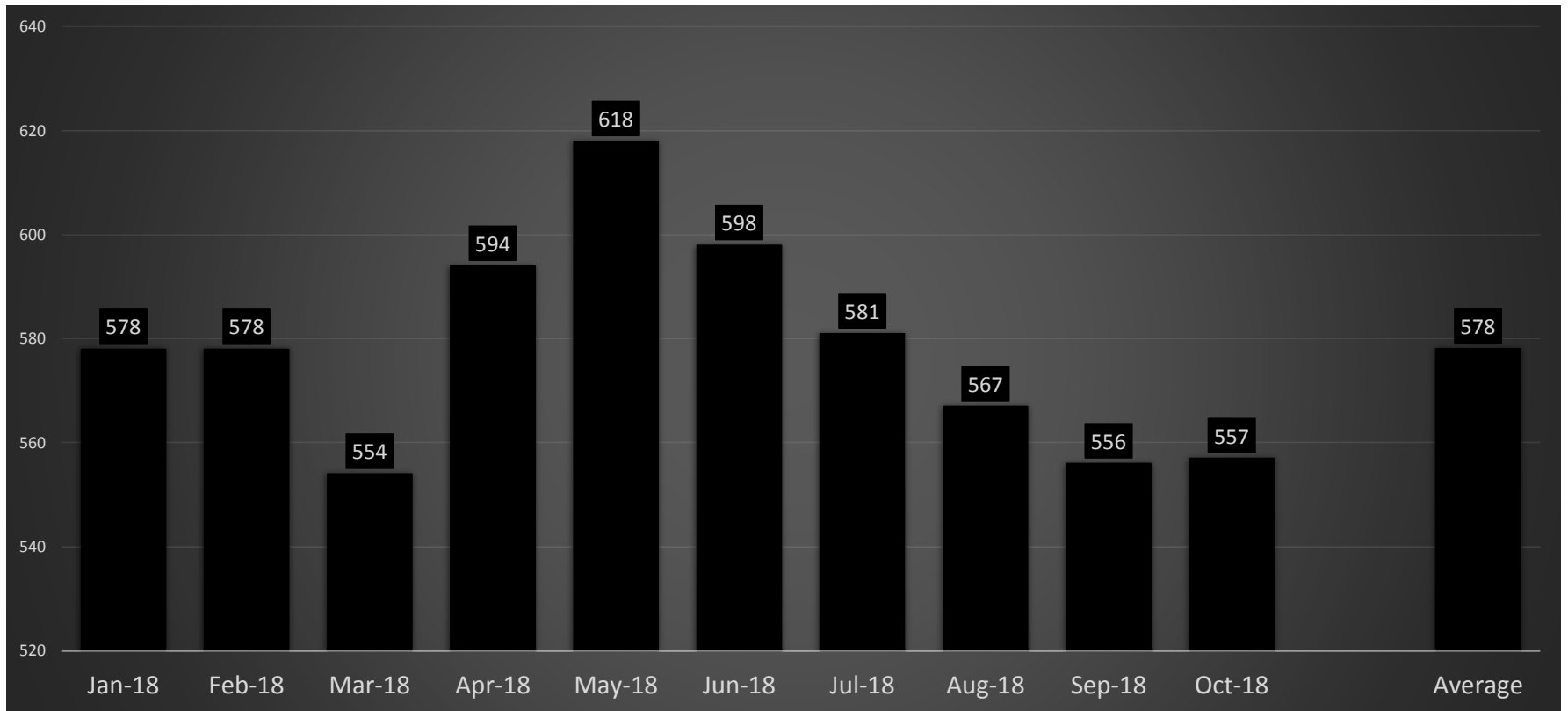
# Ontario Works

ANNE QUENNEVILLE  
ONTARIO WORKS PROGRAM SUPERVISOR

# Ontario Works Caseload



# 2018 Ontario Works Caseload



# Employment and Training Services

The Manitoulin-Sudbury DSB provides a number of services that assist participants to find employment.

These services include:

- Workshops on various topics specific to job readiness;
- Referrals to job counseling, training or education;
- Access to telephones, faxes, computers and job banks;
- Wage subsidies to employers who hire our clients
- Information on who is hiring

# Job Specific Skills Training offered by the Manitoulin-Sudbury DSB and Community Partners

- Standard First Aid  
CPR; includes  
automated external  
defibrillator
- WHMIS
- Service Excellence
- Working at Heights
- Safe Food Handling
- Confined spaces
- Smart Serve

New Ontario Works Rates  
Maximum Monthly Benefits  
As of October 1, 2018

	Single Person		Single Person with One Child		Couple with Two Children	
	2011	2018	2011	2018	2011	2018
<b>Basic Needs Allowance</b>	\$227	\$343	\$347	\$360	\$448	\$813
<b>Maximum Shelter Allowance</b>	\$372	\$390	\$584	\$642	\$688	\$756
<b>Total</b>	\$599	\$733	\$931	\$1002	\$1,136	\$1,569

# Ontario Works Programs

- Healthy Communities Fund:

Assisted **209** individuals / families (April 2017 to March 2018)

- Our Kids Count:

Recreation: 253 Children

Health: 138 Children

Informal Child Care: 0 Children

- Direct Shelter Subsidy:

Assisted **267** individuals / families in 2018

Currently 201 individuals / families – receiving an average of \$207 per month to cover shelter costs

# Employment Ontario (Sudbury North)

## **Youth Job Connection- Summer**

- 48 placed and completed in 2018

## **Youth Job Connection**

- 2 participants completed
- 3 are currently working
- 2 are starting Pre-Employment Training

## **Employment Services**

- ES Training Incentive - 7 placements completed
- More than 2,000 individuals access Employment Services in our Chapleau office yearly



# Employment Ontario (Sudbury North)

## Employing Youth Talent Incentive

- Supports small businesses hire and retain employment through Employment Services and Youth Job Connect
  - **Employment Services** - \$1,000 incentive when employer hire an Employment Service assisted youth and an additional \$1000 for retaining that individual for six months
  - **YJC** – Employers received \$1,000 retention payment at three months, followed by an additional \$1,000 incentive for retaining the individual for six months

# Employment Ontario (Sudbury North)

## **Youth Job Link**

- We continue to promote this program to employers and youth

## **Canada Ontario Job Grant**

- Approved 4 training applications

# 2018 Highlights

- New Social Assistance Reform plan being developed
- Rate Increase of 1.5% for Social Assistance in 2018 (cost of living adjustment)
- Youth Job Connection Summer- This number increases yearly employing many youth during the summer months
- Vulnerable Sector Registry being implemented

# Ontario Works Program

- Provincial initiatives:

- Benefits Modernization
- Human Services Integration
- Encouraging and preparing people for employment faster
- Improving employment supports
- Connecting people better and faster to the supports they need to get ahead, such as childcare or mental health support
- Supporting people with severe disabilities through a simpler ODSP program with reduced reporting
- Cutting red tape, eliminating unnecessary rules and making it easier to get service.

# Children's Services

LORI CLARK  
CHILDREN'S SERVICES PROGRAM SUPERVISOR

# Children's Services

- Licensed Child Care
- EarlyON Child and Family Centres
- Manitoulin-Sudbury Network for Children and Families

# Licensed Child Care: Overview

- Licensed child care is regulated by the *Child Care and Early Years Act, 2014 (CCEYA)*
- Operators must ensure that each child care centre/program is licensed through the Ministry of Education (MEDU).

# Licensed Child Care

- 8 Agencies offering licensed child care
- Private home daycare is available to families on Manitoulin Island, Espanola and throughout Sudbury East.
- Enrollment October 2018
  - 655 children
  - 218 subsidized
  - 437 full fee



# Licensed Child Care Funding

- Fee Subsidy
- General Operating Grant
- Capacity Building
- One Time Funding
  - Repairs and Maintenance Grants
  - Play Based Materials & Equipment Grants
- Special Needs Resourcing

# EarlyON Child and Family Centres

**EarlyON Child and Family Centres are intended to support all children, parents and caregivers in learning, growing and connecting. Programs are guided by the following principles:**

- Child and Family Centered
- Welcoming
- High Quality
- Inclusive
- Integrated
- Community Led

# EarlyON Child and Family Centres cont.

## LOCATIONS AND LEAD AGENCY

- Sudbury East—Our Children Our Future
- Sudbury North---Chapleau Child Care Centre
- Manitoulin---Manitoulin Family Resources
- LaCloche---Our Children Our Future

## STATISTICS

- As of December 2018 it is estimated that 697 parents and 836 children (under the age of 6) received service at least once at an EarlyON Child and Family Centre.

# Manitoulin-Sudbury Network for Children and Families

- Planning Networks were formed at the onset of the Best Start and the early learning vision in 2004. Planning Networks are a true reflection of the beginning of integration of services as many children's services are at the table to work together to plan and implement the vision.
- The Aboriginal Advisory Committee was formed to support the Planning Network in its planning and strengthen relationships with the Aboriginal community in the district. The committee meets quarterly and is responsible for developing a strategic plan, asset mapping and community engagement.

# Journey Together: Mnídoo Mníising Sharing Centre for All

- Programming for Indigenous and Non-Indigenous Children and Families
- Cultural Competency Learning Sessions
- Family Engagement
- Community Vision: that we “*create a generation who naturally dismantle oppression*”
- Place of Learning

# Moving forward

- Continuing to develop a Quality Assurance Program
- Child Care Service Planning
- EarlyON Child and Family Centre Planning

# Social Housing

RHONDA MCCAULEY  
SOCIAL HOUSING PROGRAM SUPERVISOR

# Welcome Home





# We're in Your Neighbourhood

- Social Housing Projects in 11 Communities within the DSB's catchment area totaling 288 units.
- Additional units funded for persons experiencing high shelter costs in their current rental unit
- A range of unit sizes to meet the needs of our communities from bachelor to 4-bedroom homes
- We house seniors, singles and families with rents that are affordable

## Housing Options

- Senior-only
- Integrated Adult
- Affordable
- Family
- Apartments, Duplex Units, Row Housing and Single Family Dwellings
- Direct Shelter Subsidy in Private Rentals

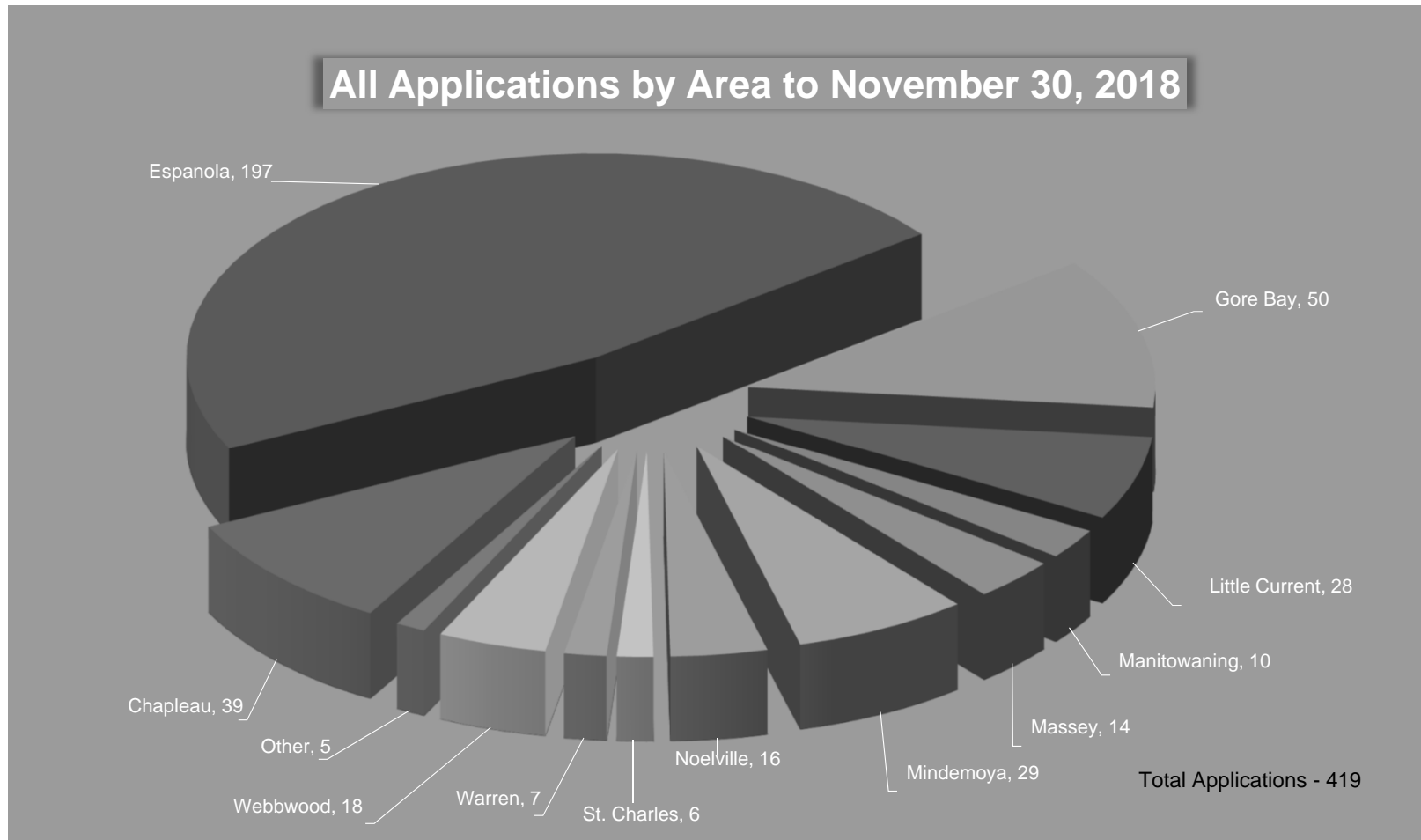
# Integrated Applicant Process

- Applications are processed locally
- Interested Individuals can inquire, apply and update their application at their local DSB office in person or by phone
- Pre-Screening of Applicants for other available programs (i.e. Direct Shelter Subsidy)
- Full Integration of Services at each office allow ease of information sharing across all available programs.
- One stop for all services

# While you're waiting.....

- Completed applications are ranked according to need
- Eligible applicants may be eligible for other housing related benefits while waiting for an available unit (DSS)
- Applicants may amend areas of choice to suit their housing needs
- Priority waitlist position for victims of family violence, Homelessness and Seniors
- There are currently 399 households waiting for housing in our catchment (October 31, 2018)

# Waiting list Statistics (Nov 2018)



# What have we done?

- Continued Implementation of 10-year Housing & Homelessness Plan
- Completed a Homeless Enumeration
- Implemented Community Wellness Clinics in LaCloche-Manitoulin with Paramedic Services
- Expanded on-site supports in partnership with CMHA Sudbury-Manitoulin (TCSW)
- Converted 129/288 Social Housing Units to Smoke-Free (45%)
- Offered more applicants Direct Shelter Subsidy to support our role in ending Homelessness

# What have we done?

- Fostered our relationships with Service Partners to aid tenant care, increase socialization, and community interaction
- Engaged with Community Partners to enhance Tenant Well-being
- Supported the Community of St.-Charles in attaining Age-Friendly status with the World Health Organization (WHO)
- Partnered with the NE LHIN to review a new Model of Care for Seniors
- Partnered with the Developmental Services Office and Community Living to pilot a supportive living project

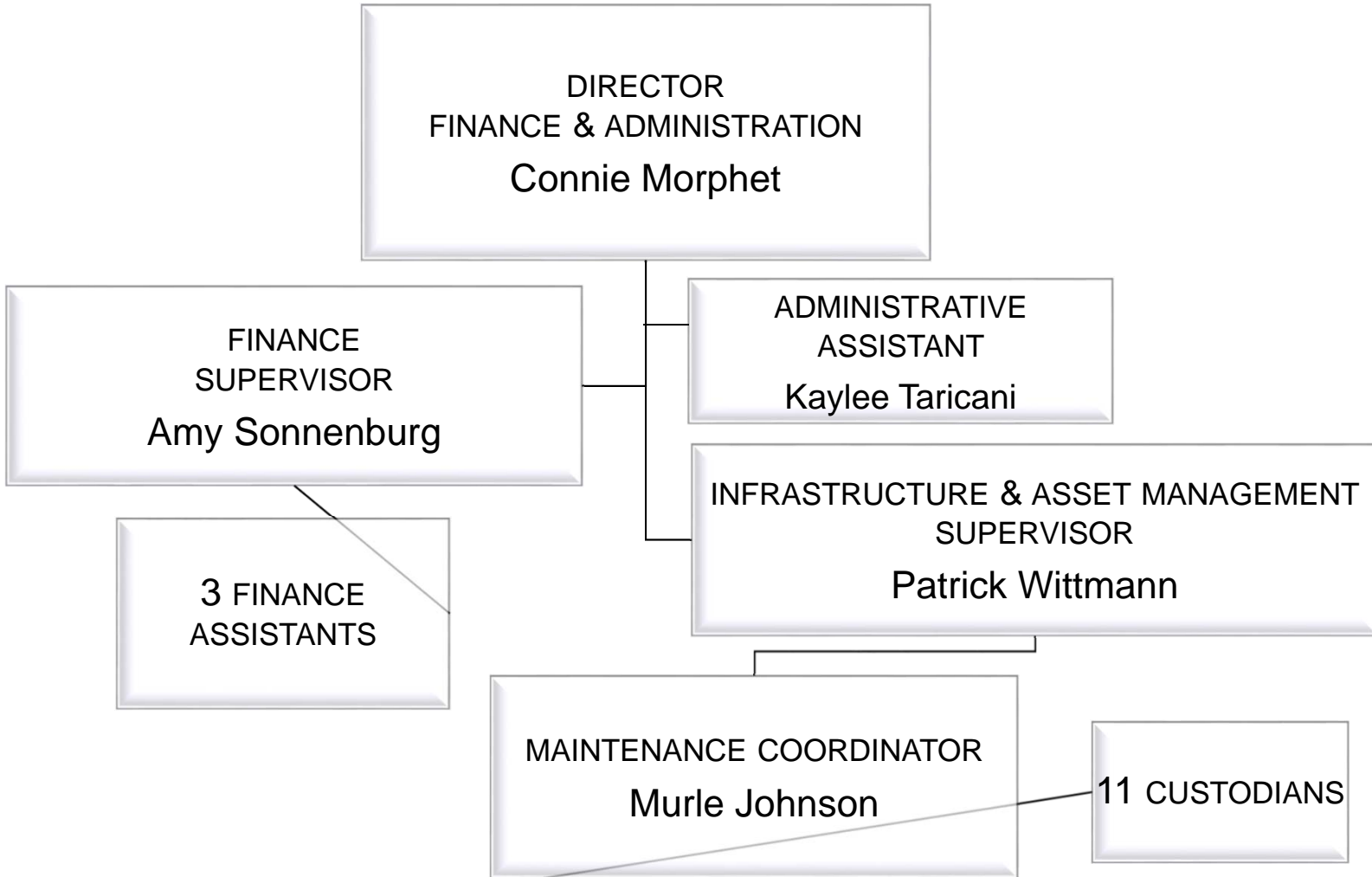
# Moving Forward.....

- Continue to Implement Housing & Homelessness Plan, gauge progress and amend where necessary
- Strategize and review our role with other CMSMs / DSSABs to aid in the Province's commitment to end Homelessness
- Continuation of Partnerships with Community Agencies (Network for Children and Families, NE LHIN, VON, Paramedic Services, Community Living)
- Review additional opportunities to partner services to enhance tenant experience



# Finance & Administration Department

CONNIE MORPHET  
DIRECTOR OF FINANCE AND ADMINISTRATION



# Role of Department

- Support all programs
- Annual Budget Preparation
- Annual Financial Statement Audit Preparation
- Monthly Manager and Quarterly Board Financial Statements
- Government subsidy reporting
- Issue cheques, receive revenues and payroll for 180 employees.

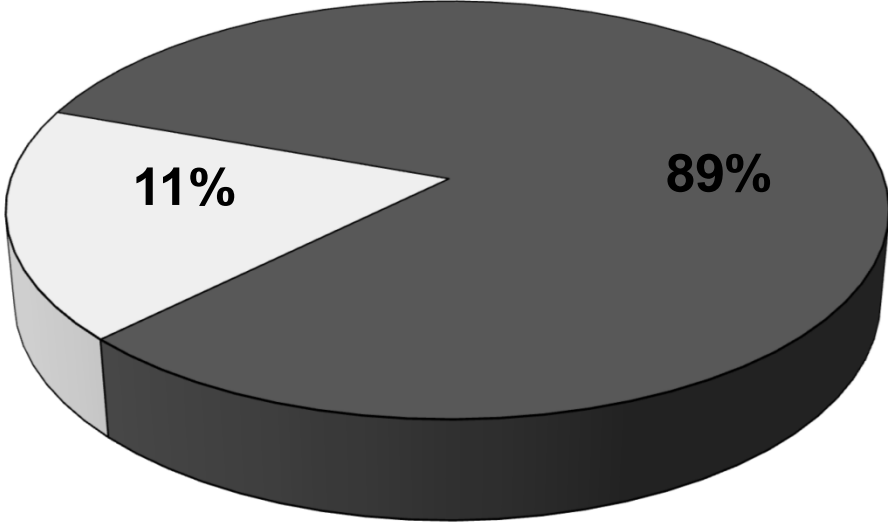
# 2019 DSB Budget

	<b>2019 Total Budget</b>	<b>2019 Federal / Provincial Share</b>	<b>2019 Municipal Share</b>
Ontario Works	9,529,519	8,480,319	1,049,200
Child Care	7,563,210	6,937,172	626,038
Social Housing	3,543,403	1,291,669	2,251,734
Paramedics	17,006,019	10,379,400	6,626,619
Interest	(99,163)	-	(99,163)
Net Budget	37,542,988	27,088,560	10,454,428

# 2018 Municipal Share of Budget

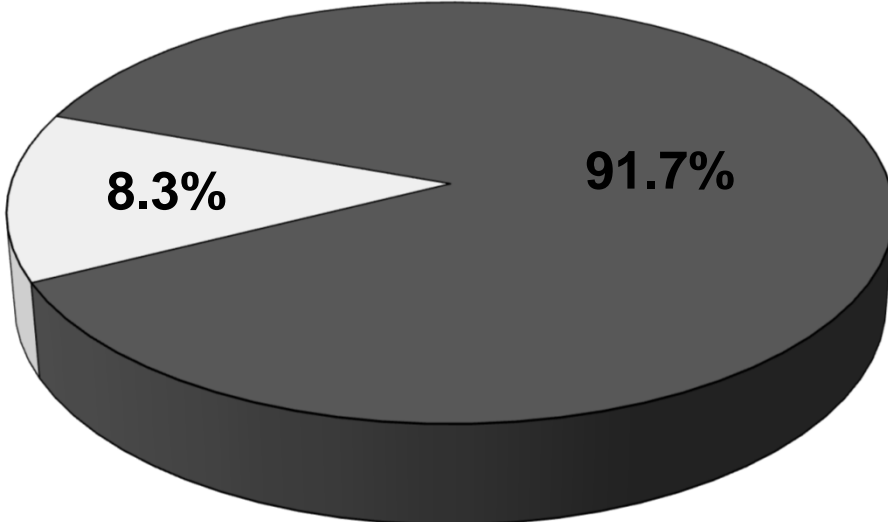
## Ontario Works

■ Government Share   □ Municipal Share



## Child Care

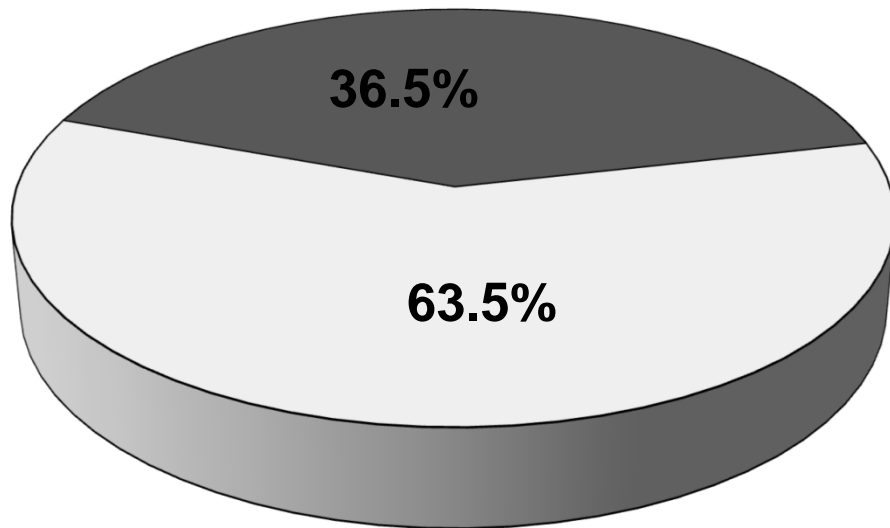
■ Government Share   □ Municipal Share



# 2018 Municipal Share of Budget

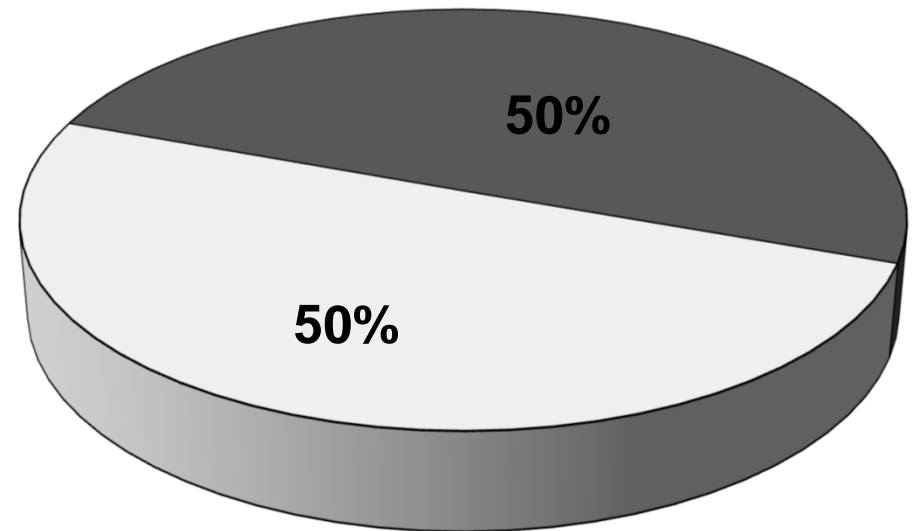
## Social Housing

■ Government Share   □ Municipal Share



## Land Ambulance

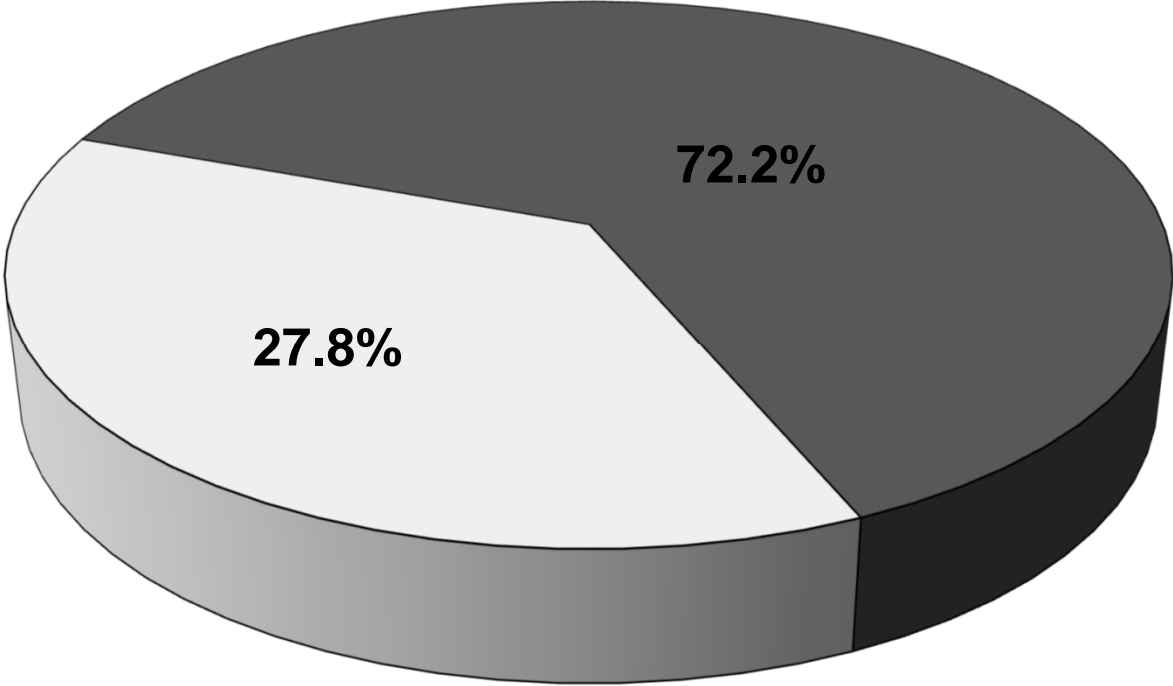
■ Government Share   □ Municipal Share



# 2018 Municipal Share of Budget

## Total Budget

■ Government Share      □ Municipal Share



# Apportionment

- Apportionment is the funding provided from municipalities for the services and programs provided by the DSB
- Apportionment is calculated annually and invoiced monthly
- The apportionment formula is determined by the DSSAB Act



# Apportionment

- Current Value Assessment (CVA) is received from the Municipal Property Assessment Corporation (MPAC)
- Tax Ratio bylaws are submitted by municipalities
- Weighted Assessment is calculated by multiplying the CVA by the Tax Ratio

# Weighted Assessment Calculation

- Modified Default Formula includes payments in lieu (PIL) and power dam assessments
- PIL assessments are included on the CVA as provided by MPAC
- There are power dam assessments for three municipalities

# 2018 Weighted Assessment

- The total weighted assessment for all organized municipalities determines percentage of weighted assessment

	<b>Weighted Assessment</b>	<b>%</b>
Assignack	\$174,275,535	4.52%
Gordon & Barrie Island	\$129,456,821	3.36%
Cockburn Island	\$10,666,913	0.28%
Billings	\$164,060,058	4.25%
Central Manitoulin	\$365,755,085	9.48%
Burpee / Mills	\$66,386,961	1.72%
Tehkummah	\$71,014,780	1.84%
NEMI	\$502,384,909	13.02%
Gore Bay	\$67,592,688	1.75%
Killarney	\$304,336,409	7.89%
Baldwin	\$54,419,932	1.41%
Chapleau	\$90,144,355	2.34%
Espanola	\$482,849,199	12.52%
French River	\$552,662,221	14.33%
Markstay-Warren	\$267,890,034	6.94%
Nairn & Hyman	\$66,542,727	1.72%
Sables-Spanish	\$304,964,737	7.91%
St. Charles	\$182,234,993	4.72%
<b>Total Organized Municipalities Weighted Assessment</b>	<b>\$3,857,638,357</b>	<b>100%</b>

# Future Challenges

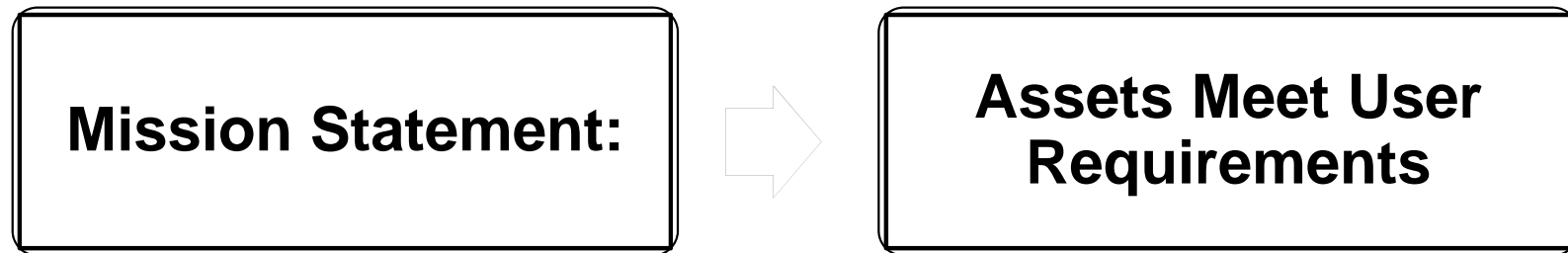
- Expanding E-Commerce
- Accounting Software
- Changes to Ministry reporting requirements

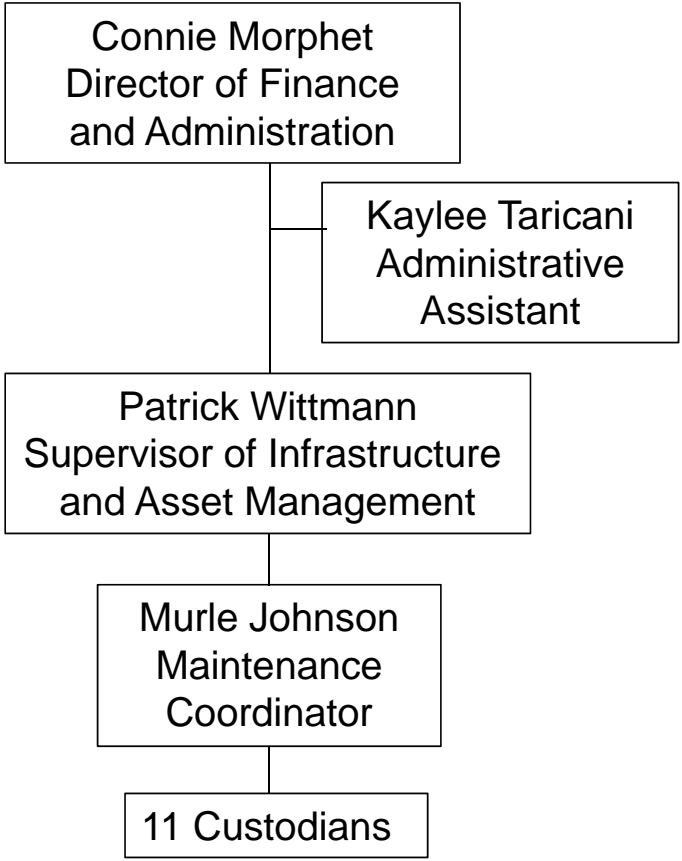
# Infrastructure and Asset Management

PATRICK WITTMANN, SUPERVISOR OF  
INFRASTRUCTURE AND ASSET MANAGEMENT

# Infrastructure & Asset Management

The Infrastructure & Asset Management function is to provide operational day to day maintenance, capital repairs and manage long term, sustainable capital asset plans to support the Manitoulin-Sudbury DSB asset portfolio.





# Assets

- 27 Public Housing Buildings 288 Rental Units (Owned)
- 5 DSB Administration Offices (owned/leased)
- 12 Paramedic Ambulance Bases (owned/leased)



# Custodian Duties

- Maintenance interior/exterior of the housing buildings: cleaning, landscaping, snow removal, unit turnovers, equipment maintenance, repairs to units, etc.
- Provide minor maintenance for Paramedic stations.
- Work Order's are generated and assigned to the appropriate custodian.
- Custodians are the backbone of the IAM team. They are the eyes and ears in the field and they maintain the primary assets.
- Provide assistance to the Social Housing Program where required and when appropriate. Custodians show units to prospective tenants, facilitate key transfers, complete move-out/move-in inspections, abandoned unit inspections, and various other assistance when needed.

# Administrative Assistant Duties

- Assist Finance and IAM department with clerical duties – create PO's, assist with Work orders, maintain electronic filing system.
- IAH program – administrative duties, software tasks, application review, legal paperwork, client payments, Mantech.
- Assist custodians – forms, paperwork, tasks, manuals, supply ordering, etc.
- Unit Turnover –tracking of dates, costs, contractors, WSIB.

# Maintenance Coordinator Duties

## Key Areas of Responsibilities & Associated Duties

- Operational and preventative maintenance program management and assist with capital management.
- Fire safety program, plans.
- Consult and provide technical guidance to custodians.
- Paramedic station maintenance management.
- Snow removal contracts management.
- 24/7 on-call for after hours emergency housing issues.
- Work Order system quality control.
- Conduct routine property inspections.

# Supervisor of IAM Duties

## Key Areas of Responsibilities & Associated Duties

- Manage Infrastructure and Asset Management – for administration, social housing, Paramedic, leased and vacant properties.
- Manage budgets, staff, contractors, capital asset planning, energy efficiency planning and maintain current building condition assessments (BCA).
- Provide asset management and infrastructure approvals for local non-profit housing corporations.
- Manage the Investment in Affordable Housing program; Providing approval for home renovations grants to low income households.

# Investment in Affordable Housing (IAH)

- DSB is a participant in the Investment in Affordable Housing for Ontario Program. The \$800 million Federal and Provincially funded program is supported by the principles of Ontario's Long-Term Affordable Housing Strategy (LTAHS).
- The final year of the IAH Extension 2019-20 allocation is \$186,000 and is distributed as follows:
  - Ontario Renovates Component: \$121,700
  - Administration: \$9,300
  - Homeownership: \$45,000
  - Direct Shelter Subsidy: \$10,000
- There have been 87 homes funded for this program (LaCloche-35, Manitoulin-15, Sudbury East- 17, Sudbury North-17).

# IAM Statistics

- During the Last 12 months staff managed 1,248 Work Orders
- The previous 12 month period staff managed 1,217 Work Orders.
- The 11 IAM custodians and 3 staff maintain and manage 276,429 square feet of habitable and/or administration infrastructure throughout the 44,000 square km district. If an average house in Espanola is 2,000 square feet this means that each custodian is maintaining an average of 25,402 square feet, or almost 13 residential houses.
- Examples of Significant Capital Projects are:
  - Completion of Roof, Insulation, and Window replacement as well as associated work at 347 Office (Espanola).
  - Replace 36 Natural Gas heaters at 70 Barber, Espanola.
  - Arthur Court Duplex (14 units) Window Replacements and two new roofs, Espanola.
  - Driveway upgrades to Wikwemikong Paramedic base to meet safety and design spec.
  - Paramedic Base Automatic Generator Installations (Hagar, Mindemoya, Gore Bay).

Northern Ontario Energy Retrofit Research:  
Affecting policy and program development through an investigation into housing retrofit programs and the sustainable supply of housing.

- The Supervisor of Infrastructure and a PhD candidate from the University of Guelph were one of the 9 successful applicants across the province for a grant called: Innovation, Evidence and Capacity Building (IEC Fund).
- The Goals :
  - Develop a Northern system for the planning and implementing of comprehensive energy retrofits.
  - To Unlock the massive potential for energy retrofits in the social housing sector.

# Energy Efficiency Initiatives

- Replacement of interior fluorescent lighting with high efficiency LED lighting through Save On Energy Grant program is underway and will carry on through 2019.
- Insulation upgrade at 70 Barber, Espanola.
- Replacement of failing, inefficient windows with low e-argon, vinyl windows at Arthur Court Duplex Properties.



# Emergency Preparedness

- Replacement of manual generators with automatic transfer switch controlled, stand-alone, propane generators is almost complete throughout the district.
- Maintain Vipond Life-Services maintenance contract providing monthly inspections for main buildings and annual inspections for every unit in the district.
- Emergency Evacuation plans posted at every building being supplemented with Fire Plan boxes at Social Housing lobby.
- Northern Communications monitoring of DSB properties 24/7, 365 days per year.

# Future Challenges

- Provincial energy retrofit funding opportunities
- Aging Housing Stock that are costly to operate.
- Primarily 1970's designed buildings that are unable to be retrofitted to meet new accessibility requirements.
- IAH funding ending
- Contractor availability in Northern Ontario

# Information Systems

IAIN STEPHEN  
INFORMATION SYSTEMS MANAGER



“Mr. Osborne, may I be excused? My brain is full.”

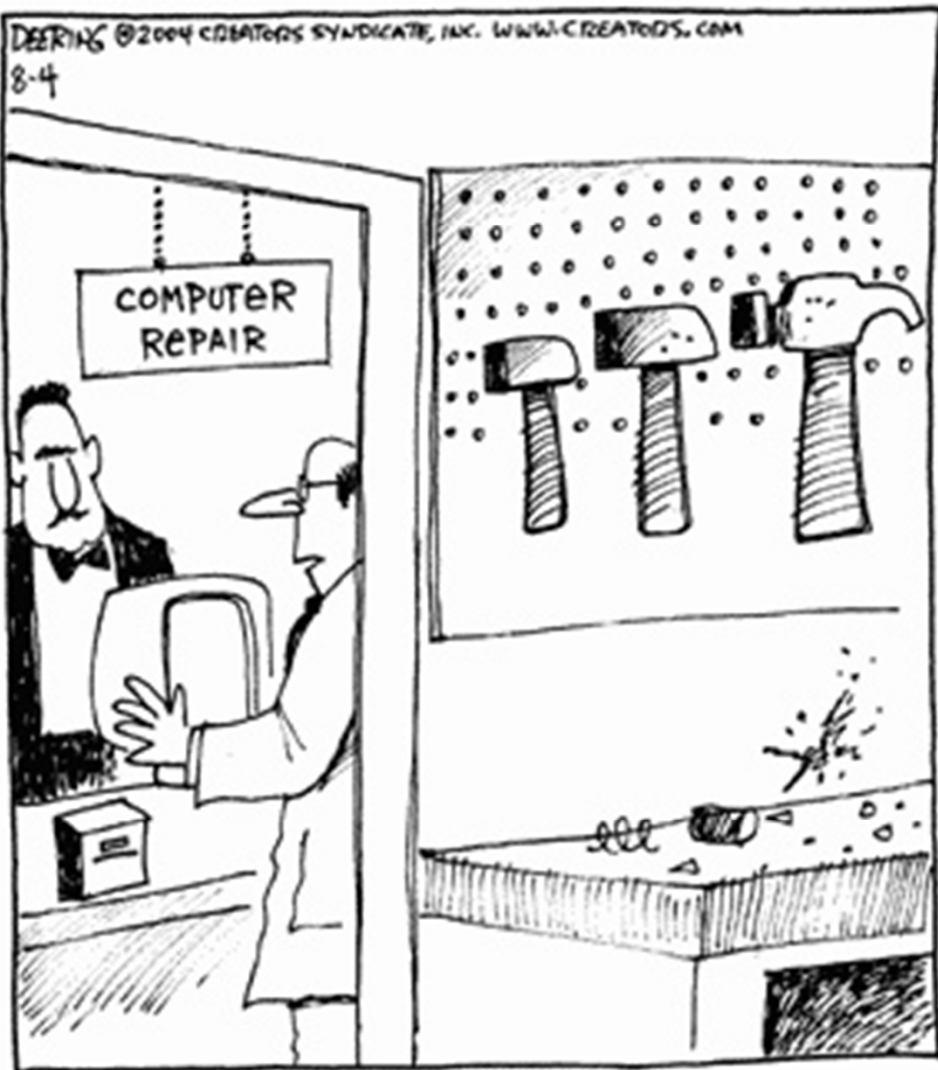
# Overview

In the summer of 1999, the board was established, with one file server and 21 workstations – satellite offices all connected via modem/telephone line. The Ministry of Community and Social Services leased all of the equipment. There was one database (CWT), and a dialup connection to the province that was used twice a day.

As of 2019, the DSB uses/manages at least a dozen databases, several physical and many virtual servers – approximately 110 computers, as well as Internet e-mail, websites, information portals, cloud access and VPN communications for mobile users, Voice over IP, smartphones, and remote support systems. These systems are spread throughout 29 locations – over an area that is larger than 7 of the United States.

# Hardware

- Servers in Espanola at both Mead and Second Avenue.
- On-site backup systems for mission-critical applications and data. Redundant backup between Espanola sites.
- Desktop Workstations for staff working at their desks.
- Mobile solutions for staff as required.
- Toughbooks in ambulances for paperless charting.
- Resource Centre computers for client access.
- IP telephony in all DSB buildings
- Access control systems (proximity sensors/door controllers/security)
- Tablets for board members as necessary.
- Other miscellaneous hardware as necessary may include routers, switches, wireless access points, printers, scanners, copiers, fax machines etc.



## Software

- The board primarily uses Microsoft Office products either directly installed on workstation or via Office 365 web-based systems (i.e. Outlook, Word, Excel, PowerPoint, Access) to create documents – as well as Adobe Acrobat (.pdf).
- Paramedic Services uses Interdev software for electronic patient charts, Operative IQ for vehicle maintenance and inventory tracking, JBS Time Manager for scheduling over 140 paramedics in 12 stations, as well as several Patient Transfer Service (PTS) attendants.

Paramedics use Outlook Web Access as their e-mail client.



## Software (continued)

- As part of the Integrated Services model, Ontario Works staff and management have many custom applications that are required for serving clients and reporting to the province. These include the Social Assistance Management System (SAMS), ChequeMaster, Worldox Document Management, and a host of spreadsheets and other third-party tools as required.
- Accpac is used to issue purchase orders.
- Ontario Works staff use Microsoft Outlook (e-mail) as one of their primary means of communication.
- Ontario Works Admin is also using SharePoint as a way to ensure information is available to those who need it.

## Software (continued)

- The other areas of the Integrated Services model, Infrastructure and Asset Management (IAM) and Children's services also have their own special software needs.
- IAM currently relies on YARDI for tracking tenant information. Accpac is used for purchase orders
- SharePoint is used to request and track maintenance for hundreds of rental units as well as Paramedic Services bases and offices, and to provide information to staff as required.
- Children's Services uses a combination of web-based database software to track attendance of children at daycare facilities and provide information to the DSB and the province – collectively known as the Ontario Child Care Management System, or OCCMS.
- Both IAM and Children's Services use Worldox Document Management for all client-related records. There are currently over 500,000 documents available in the Worldox database.

## Software (continued)

- Program Support uses a variety of software regularly.

The finance department relies heavily on Sage Accpac as the core financial system.

Information Systems uses several application development tools, remote assistance software, diagnostic systems, and a helpdesk ticket system in SharePoint.

Human Resources uses Ascentis HR Office software to maintain personnel files for all staff. This system is also used to track leave requests and approvals for all staff except paramedics/PTS (who use JBS).

Program Support also uses Worldox Document Management.

## Connectivity/Networking

- The DSB routinely requires the establishment of Local Area Networks in their facilities. The IT department installs, terminates and tests the cabling and where necessary includes wireless access points for mobile computers/tablets/smartphones.
- By leveraging the power of cloud computing, we are able to provide secure access to many resources over the Internet.
- Those sites that require a direct connection to the corporate network have TLS networks in place to provide the necessary security and filtering over the public internet.
- VPN clients can also be installed to create secure connections over Internet connections where necessary.

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**“You’ve been working awfully hard lately. If you need a little fresh air and sunshine, go to [www.fresh-air-and-sunshine.com](http://www.fresh-air-and-sunshine.com).”**

## Board Members – E-mail

- Each Board Member is issued a login/e-mail address to be used to send/receive board-related information, for communication on issues, as well as links to relevant documents/materials for upcoming meetings and events. The e-mail address for board members consists of first initial + last name @msdsb.net.

i.e. John Smith = jsmith@msdsb.net

- You can check this e-mail from any device connected to the Internet by going to the following URL:

<http://www.msdsb.net/email>

## Board Members – SharePoint

- This login/password will allow access to a secure web-based information portal using Microsoft SharePoint technology.
- Many of the e-mails you receive from DSB staff will have links to documents/materials in this secure area.
- Direct links to the 'BoardZone' will be provided to all members.
- Along with Email and SharePoint, the license allocated for each Board Member will also provide access to a OneDrive online storage area, Skype for Business, a Calendar/Planner and other Office 365 features.

## Board Members – PC/Internet

- The Manitoulin-Sudbury DSB requires that all board members have access to the Internet. If you do not currently have Internet available to you, the DSB will assist with the one-time cost of setting it up.
- If a board member does not have a suitable device for accessing the required information, the DSB will make a tablet available and will assist in the necessary configuration.
- DSB IT can assist remotely with desktop shortcuts and setup on PCs as required. We also have wireless Internet available in our offices if board members wish to bring portable devices to meetings.

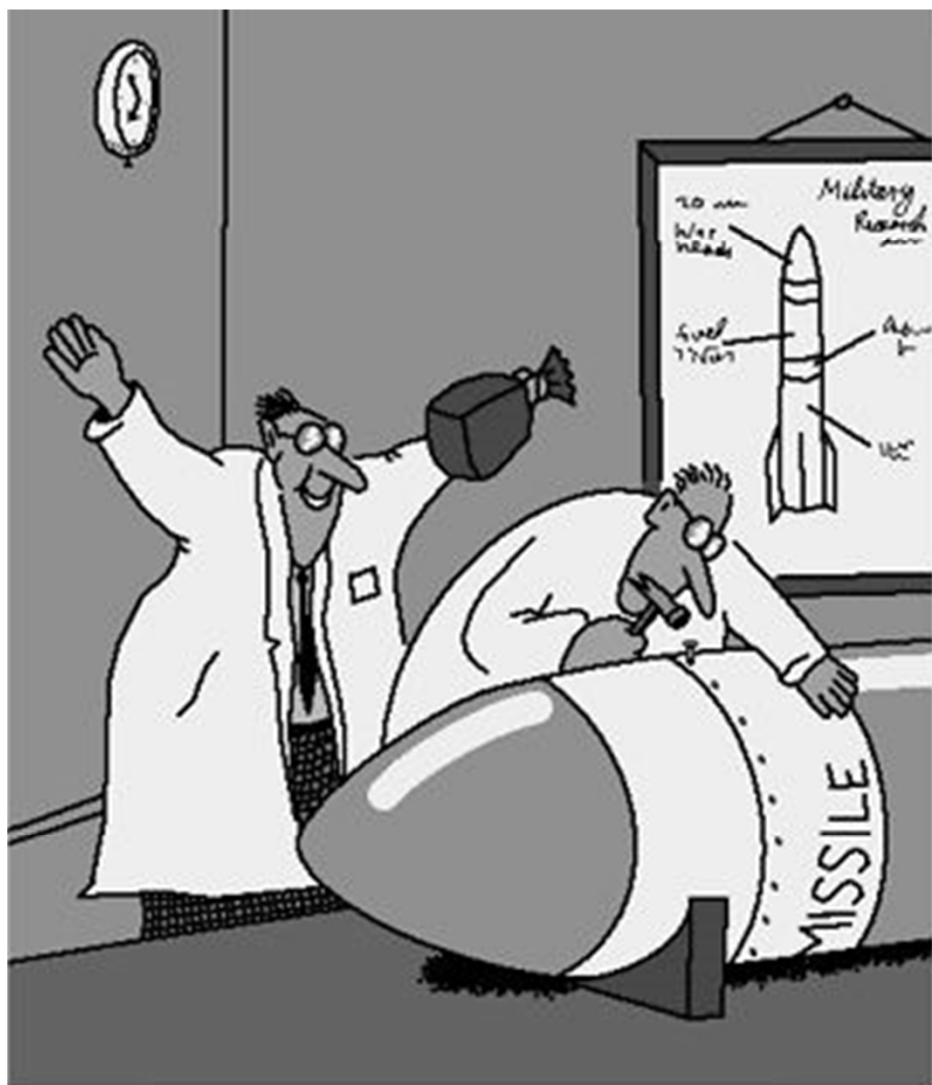


## Board Members – Tech Support

- The IT department at the Manitoulin-Sudbury DSB is pleased to work with you should there be any connectivity issues or hardware problems that are affecting your ability to connect to our systems. You may open a tech-support ticket with us at any by going to the IT portal at <https://msdsb.sharepoint.com/intranet/IT>
- You can also contact us by phone:
  - Greg Gilbert – (705)862-7850 ext. 451
  - Iain Stephen – (705)862-7850 ext. 450

# Future Challenges

- Increasing bandwidth demands at every location.
- Training both for IT staff as well as all DSB staff – many new technologies are emerging at an ever-increasing pace.
- Expansion of High Speed and Cell phone coverage within DSB's service area.
- Ever-changing processes and systems mandated by OPS/I&IT Cluster
- Further development of cloud applications and offerings
- Keeping up with Emerging Technologies.





# Reports





December 20, 2018

Dear Chairs of District Social Service Administration Boards:

I am writing to share a copy of the District Social Services Administration Board (DSSAB) Governance and Accountability Review Final Report, which was commissioned by the previous government, and to communicate next steps for this work.

The recommendations presented in the report reflect the input heard through consultation with board members, staff and municipal representatives in September and October 2017. The report notes that most participants across all the three groups felt that the Boards were working well and providing vital services to the residents of their Districts.

The report does speak to historical challenges for some Boards related to issues such as the apportionment of costs among municipal members and resolving associated conflicts. It is clear from the report that these issues are complex and influenced by various intersecting elements of the DSSAB governance framework and most importantly that there is no consensus among participants on the best path forward.

As such, the government will not be moving forward to implement the recommendations laid out in the report. However, I have directed ministry staff, working in cooperation with partner ministries, to proceed with focused discussions with the Northern Ontario Service Deliverers Association (NOSDA), the Federation of Northern Ontario Municipalities (FONOM) and the Northwestern Ontario Municipal Association (NOMA) beginning in the new year.

The intent of this work is to identify opportunities in the following three areas of DSSAB governance and accountability:

- Exploring ways to ensure that alternate cost apportionment formulas reflect the collective responsibility of all municipalities for the provision of services to residents in a District;
- Exploring an effective mechanism for resolving conflicts that arise with respect to the apportionment of costs; and
- Enhancing understanding of the role of DSSABs, Board functions and responsibilities and transparency of decision making and communication.

This focused work is best supported by a continued, “status quo” environment for cost apportionment. Therefore, the government has extended the current moratorium on apportionment changes, for an additional 12-month period, through December 31, 2019.

Assistant Deputy Ministers Richard Steele and Aki Tefera will address the extension of the moratorium on apportionment changes in greater detail under separate cover.

Our government is focused on delivering better results for people through simple, efficient and accountable services. We want to take the time needed to get things right.

I am confident that by working together, we can identify practical, effective improvements to governance practices and accountability mechanisms that promote the principle of collective responsibility, and support accessible, high-quality services for the people of Northern Ontario.

The ministry will be in touch with NOSDA, FONOM and NOMA early in the new year to set plans for the work ahead.

Kindest regards,

***Original signed by:***

Lisa MacLeod  
Minister of Children, Community and Social Services  
Women’s Issues, Immigration and Poverty Reduction

Enclosure

- c. Richard Steele, Assistant Deputy Minister, Social Assistance Operations Division  
Aklilu Tefera, Interim Assistant Deputy Minister, Social Policy Development  
Division



# DSSAB Governance and Accountability Review: *Executive Summary and Recommendations*

Full Report

# 1 Executive Summary

## 1.1 Overview of the Report

The report is divided into three major parts:

- **Overview:** This includes the executive summary of the report, summary of recommendations and an overview of the report structure.
- **Part A: Background and Findings** provides background and introduction to the review as well as a brief history of District Social Services Administration Boards (DSSABs). Key findings from the consultations and written submissions, research and jurisdictional review, and interviews with experts on the DSSABS are included in Part A. Part A of the report highlights key characteristics of Northern Ontario that impact DSSABs.
- **Part B: Analysis, Options and Recommendations** provides recommendations to enhance collective responsibility, transparency and accountability, and government oversight of DSSABs that can be implemented within the scope of this review.

## Part A: Background and Findings

The following sections provide an executive summary of Part A: Background and Findings.

### 1.2 Introduction

District Social Services Administration Boards (DSSABs) were established in 1998 with a mandate to deliver social services in Northern Ontario. There are ten DSSABs across Northern Ontario located in the districts of Algoma, Cochrane, Kenora, Manitoulin-Sudbury, Nipissing, Parry Sound, Rainy River, Sault Ste. Marie, Thunder Bay and Timiskaming.

While the DSSABs have been functioning well for almost 20 years, a number of concerns have been raised by boards and municipalities regarding board governance and accountability. As a result, in September 2016, the Minister of Community and Social Services made an announcement to initiate a review of the DSSAB governance and accountability framework.

The mandate of the governance and accountability review is to help ensure the framework is strong, clear and promotes equitable and sustainable access to high-quality social services across Northern Ontario. The scope of the review includes all aspects of the DSSAB governance and accountability framework, including the DSSAB Act and Regulation and supporting acts, policies and/or guidelines (e.g., other legislation and regulations related to services delivered and/or

governing DSSABs, board by-laws, etc.). Out-of-scope topics include evaluating the effectiveness of the social services delivered by DSSABs, re-adjusting overall provincial funding levels of the social services programs, adding additional services to the DSSAB mandate and changing the Ontario Municipal Partnership Fund (OMPF) or methods of property assessment and taxation. These out-of-scope issues are not discussed in the body of the report. For information purposes, Appendix 1 provides a brief overview of out-of-scope issues raised during the consultation.

The review took a mixed-methods approach, using a combination of qualitative and quantitative data collection. The review and analysis included:

- On-site consultations with DSSAB board members, staff and municipal representatives;
- Analysis of written submissions from municipalities (endorsed by a municipality's council) and DSSAB representatives of Territories without Municipal Organization (TWOMO);
- Facilitation of interviews with DSSAB experts across various ministries<sup>1</sup>; and
- Research and a review of other jurisdictions and models to understand lessons learned (including studies of consolidated municipal service managers (CMSM), Ontario's School Boards and Boards of Health).

The consultations focused on five questions on key topic areas that were determined by the Ministry of Community and Social Services (MCSS) and partner<sup>2</sup> ministries based on issues raised by DSSABs and municipalities, and endorsed by the Northern Ontario Service Deliverers Association (NOSDA), Federation of Northern Ontario Municipalities (FONOM) and the Northwestern Ontario Municipal Association (NOMA). The questions related to apportionment, board composition, transparency and accountability, access to financing, and term start dates.

The following principles, developed by the province and endorsed by NOSDA, FONOM and NOMA, have guided the development of recommendations to change/enhance the governance framework:

- Clear roles and responsibilities;
- Collective accountability for local social services;
- Transparent processes;
- Responsiveness to change; and,
- Financial sustainability.

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<sup>1</sup> Ministry interviews were conducted with representatives from the Ministry of Municipal Affairs, Ministry of Housing, the Ministry of Health and Long Term Care, and the Ministry of Education.

<sup>2</sup> Ministry partners include the Ministry of Municipal Affairs, Ministry of Housing, Ministry of Finance, Ministry of Health and Long-term Care, and Ministry of Education.

### 1.3 History and Current State of DSSABs

The DSSAB model has a history that dates back almost twenty years. The model is rooted in key decisions made by the Provincial Government starting in the late 1990s that established the DSSABs and initial cost sharing/accountability arrangements for the delivery of social services between municipalities and the province. Milestones to date include:

- The re-alignment of local services in 1998 where costs for social housing, social assistance, public transit, childcare, public health, and land ambulance services were fully or partially assumed by municipalities. At the same time, costs for education were fully assumed by the Province. Through LSR, the Province also provided municipalities with increased revenues by transferring residential education property tax revenues to municipalities and funding through the Community Reinvestment Fund (CRF);
- The consolidation of municipal services, in the same year, where Consolidated Municipal Service Managers (CMSM) and DSSABs were identified as the governing structures for Ontario Works, child care, social housing, and in some cases land ambulance services, supported by the creation of governance and accountability frameworks for municipal service management that were enshrined in legislation; and,
- The Review of Provincial-Municipal Fiscal and Service Delivery in 2008, where the Province agreed to fully fund the Ontario Disability Support Program (ODSP) by 2011, as well as fully upload the municipal costs of Ontario Works benefits (income and employment assistance) by 2018.

### 1.4 Key Findings of the Review

Findings from the review consultations, written submissions and research were categorized into various topics. These topics include:

1. Municipal Cost Apportionment;
2. Board Composition;
3. Transparency and Accountability;
4. Access to Financing;
5. Term Start Dates; and,
6. Other Research Findings.

#### **Municipal Cost Apportionment**

Findings on apportionment are divided into the following sub-issues:

- Apportionment Formula and Guiding Principles;
- Apportionment Based on Assessment;
- Apportionment Decision-Making Process;
- Uploading of Costs; and,
- Taxation Approach.

Based on input from consultations and written submissions, the review considers how the municipal cost apportionment formula and the approach to changing the formula can be adjusted to enhance collective responsibility. Specifically, the review considers whether the current regulated formula based on weighted property assessment is a good proxy for ability to pay and whether double majority is the best approach to changing the apportionment formula.

As described in Section 1.2, a number of alternate models of service delivery were identified and reviewed to gather input on possible approaches that would inform the DSSAB review. Research on apportionment found that approaches to apportionment differ across consolidated municipal service managers (CMSM), Ontario's School Boards and Boards of Health. School Board funding is decided provincially using complex formulas set out in regulations. Lessons can be drawn from CMSM and Board of Health models which focus on negotiated apportionment approaches backed by arbitration to resolve disputes. All comparator models face similar challenges for councillors in balancing local constituent interests and those of the wider district or region.

### **Board Composition**

Findings on board composition are divided into the following sub-issues:

- Shared Representation;
- Balancing Representation with Size, Contribution and Usage;
- Representation of Territories without Municipal Organization areas (TWOMOs); and,
- Selection and Qualification of Board Members.

Based on input from consultation and written submissions, the review considers approaches to board composition which will enhance collective responsibility and address the potential addition of different views and perspectives to board deliberations. Specifically, the review considers whether all municipalities should be represented on the board and whether additional representation should be added.

Research identified alternative approaches to board composition. Upper tier municipalities and School Boards include representation from each municipality/ward at the governing decision making body which can result in some boards that are larger than governance literature suggest is ideal (few recommend greater than 12 to 15 members). All models examined attempt to ensure representation and voting is weighted to reflect differences in the populations of municipalities, wards or areas being represented, and provide flexibility to allow for un-elected representation at boards, either provincially appointed (Boards of Health), appointed by councils (Boards of Health), or elected/appointed by specific groups (School Boards provide seats for First Nations and non-voting Student Trustees).

## Transparency and Accountability

Findings on transparency and accountability are divided into the following sub-issues:

- Knowledge of the DSSABs;
- Transparency of Board Decisions;
- Board Practices and Procedures;
- Role of Board Members;
- Consolidation of DSSAB Legislation; and,
- Government oversight of DSSABs.

Based on input from consultations and written submissions, the report explores opportunities to increase transparency by improving knowledge and information about DSSABs to the public and municipalities, and to reassess the appropriate overseeing ministry of the DSSAB Act. The report also discusses opportunities to provide clarity and specificity on board practices and processes which may result in improved governance and accountability and enhanced confidence in DSSAB decision-making.

Research on transparency and accountability found that both the Municipal Act and Education Act provide legislative frameworks with clarity and specificity about board practices, processes and requirements to strengthen governance, accountability and public transparency in decision-making, which promotes consistent approaches across the province. While the DSSAB Act is supported by interim Governance and Accountability Guidelines issued by MCSS that largely mirror requirements set out in the Municipal Act, there are opportunities to strengthen these requirements within the Act or Regulations.

## Access to Financing

Findings on access to financing are divided into the following sub-issues:

- Ability to Borrow;
- Direction on Reserve Funds;
- Direction on and Ownership of Debt; and,
- Access to Grants.

Input from consultations and written submissions suggest that DSSABs require access to financing to be able to support capital projects, and to manage cash flow in certain situations. Since the DSSAB Act and regulations are not sufficiently clear for lending institutions to have a common understanding of the parameters of the DSSAB's ability to borrow, some DSSABs have had difficulty accessing financing through the banks. Further clarity on parameters to borrow would increase DSSAB financing options. In addition, DSSABs do not have access to Infrastructure Ontario (IO) financing which would provide access to an additional and cost effective source of financing. Some municipalities did not support access to Infrastructure Ontario financing for DSSABs because they were concerned that this would limit the amount of IO funding available for other municipal priority initiatives.

Research and interviews with ministries responsible for School Boards, CMSM, and Boards of Health did not uncover any issues faced by comparator boards regarding access to financing.

### **Term Start Dates**

Findings on term start dates are divided into the following sub-issues:

- Term Limits;
- Alternate Representation; and,
- Misalignment of Term Start Dates.

Input from consultation and written submissions suggests that misalignment of the Board Member and Municipal Council term start dates during an election year is a common issue across DSSABs. In most situations these periods are anticipated and planned for, often by approving a budget either before or after the so-called “lame-duck” period. Addressing issues of alignment of terms start dates, alternate representation, and term limits likely does not require significant changes to the governance and accountability framework but could benefit from enhanced clarity in guidelines or regulation.

Research showed that misalignment of term start dates is less of an issue with CMSMs and School Boards because board representation is directly tied to an election process. With DSSABs, there is further delay in the period between election and appointment to a DSSAB since councils must decide on what member will be the board representative. The Municipal Act provides clear rules on what council decisions cannot be made between an election and the sitting of a new council. These rules are reflected in the DSSAB Interim Governance and Accountability Guidelines and could be strengthened in the Regulations.

### **Other Research Findings**

There are several underlying characteristics of Northern Ontario that contribute to the challenges that have been identified with respect to DSSABs, and these include population, geography, economic trends, municipal structure, and unequal size of municipalities.

## Part B: Analysis, Options and Recommendations

The following sections provide an executive summary of Part B: Analysis, Options and Recommendations.

### 1.5 Analytical Framework

The consultation process revealed that the current DSSAB framework is working well in many DSSABs and, in fact, some consultations raised concerns that the review might create issues for, or destabilize, DSSABs which are currently functioning effectively. Other DSSABs are experiencing challenges with respect to governance and accountability to a greater or lesser degree.

As options and recommendations for the future are considered, it is important to maintain a balance between continuing with those aspects of the current model that are working well in many DSSABs while identifying changes that could significantly reduce the challenges being experienced in other DSSABs.

As noted earlier, the consultation process, written submission and initial research was guided by five topic areas which were developed with input from NOSDA, FONOM and NOMA: apportionment, board composition, transparency and accountability, term start dates and access to financing.

These five original topic areas provided an excellent starting point for discussion and research, but it was recognized that additional issues could emerge during the course of the consultations or from the research undertaken by the OPTIMUS | SBR review team. This, in fact, was the case. The issue of term start dates was expanded in many consultation locations to include a discussion of maximum and minimum term lengths and length of term for the chair. Two other issues arose repeatedly during the consultations, for exploration. They were: unequal distribution of representation and related cost (i.e., large vs. small municipalities) and provincial oversight of DSSABs. These additional questions have been incorporated into the analysis of the review.

From this analysis, seven topic areas were divided into three broad groupings of issues.

**Collective Responsibility** for effective and equitable delivery of social services at a district level is a fundamental feature of the current DSSAB framework. Of the seven questions/issues to be discussed, three are closely linked and related to collective responsibility principles for delivery of social services. These are: apportionment, board composition, and unequal representation and cost. These issues are discussed in detail in **Section 8: Recommendations to Enhance Collective Responsibility** of the report.

The second group of issues relate to **transparency and accountability**. These address how well the operations and decision-making processes of the DSSABs are understood by municipalities



and the public and how a DSSAB board functions to ensure accountability. Transparency issues include: the need to build knowledge about the role and functions of DSSABs; and the need to improve communication practices to surrounding board decisions. Accountability issues include the need to clarify board practices, procedures and processes as they relate to:

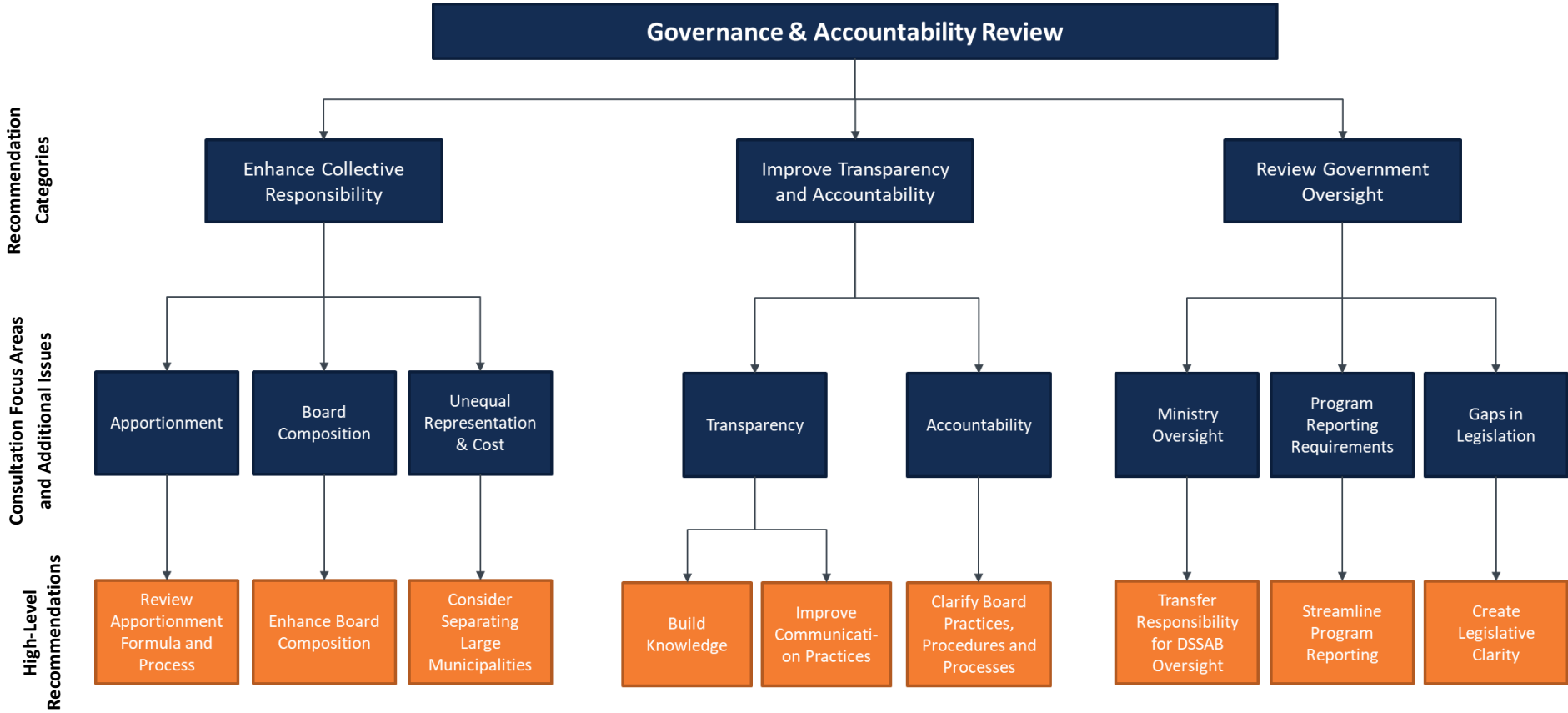
- Board member qualification and duties;
- Term start dates and lengths;
- Conduct of board meetings;
- Access to financing and related practices; and,
- Board member knowledge and capacity.

These issues are discussed in detail in **Section 9: Recommendations to Improve Transparency and Accountability** of the report.

Finally, the issue of **government oversight** of DSSABs arose in the consultations. This issue addresses whether government oversight of the DSSABs should be transferred from MCSS to another ministry. In addition, the issue of streamlining and coordinating program reporting requirements arose, as did concern about fragmentation of legislation related to DSSABs. **Section 10: Recommendations to Review Government Oversight** of the report includes options and recommendations to address these oversight issues.

Based on this analysis of the issues to be addressed and the three major groupings of issues, the following framework has been used to identify and analyze options and guide the development of recommendations.

Overall Analytical Framework



## 1.6 Recommendations to Enhance Collective Responsibility

Overall effectiveness of the DSSAB model, including support of the principle of collective responsibility, is dependent on an approach to apportionment which is considered fair to all municipalities. There are two sub-issues to be addressed with respect to considering apportionment of the DSSAB costs among municipalities: reviewing the default apportionment formula and adapting the process for changing the apportionment formula to meet local needs.

The report recommends that the current default formula for the apportionment of the municipal portion of DSSAB costs continues, but that guidance be provided to DSSABs who are considering approaches that may provide a better proxy for ability to pay. Consideration could also be given to including a factor which is related to use of service as long as it does not outweigh those factors related to the ability to pay.

In addition, the report recommends that the double majority basis for changing the apportionment formula be supplemented by requiring a third party analysis of the impact of change, if the change is significant or if requested by a municipality, and a binding dispute resolution process. The third party analysis should also consider whether the proposed new apportionment formula is sound and fair to all municipalities.

With respect to board composition, it is recommended that the current composition be retained but that processes to involve municipalities that do not have a direct representative be enhanced. It is also recommended that additional non-voting members be considered to expand the range of skills and perspectives on the board.

To address the issue of unequal representation and cost, the report suggests that consideration be given to allowing for the separation of the large municipalities in Northern Ontario from their current DSSAB. Large municipalities would include Thunder Bay, Sault Ste. Marie, North Bay and Timmins (City of Greater Sudbury is already a separate CMSM). It is proposed that a business case be developed by any DSSAB considering this option to determine how the remaining DSSAB and the resulting CMSM, for the large municipality, could remain financially sustainable while providing equitable and quality services. Approval for the change would be granted only if the business case demonstrates that the new configuration is financially viable and maintains service levels.

These recommendations can be considered individually and will have an impact on enhancing collective responsibility, but since the issues that negatively impact collective responsibility are closely linked, greater impact will be achieved if they are implemented as a package.

## 1.7 Recommendations to Improve Transparency and Accountability

Issues of transparency and accountability came up across all consultation sessions, from the perspectives of staff, board members and municipal representatives, in different ways.

Transparency issues relate to:

- A perceived lack of knowledge among the public and municipalities regarding the role and functioning of DSSABs; and,
- Inconsistent processes for communicating with board members and municipal representatives about DSSAB board decisions.

Accountability issues relate to a perceived lack of clarity and consistency and inconsistent implementation of board processes, procedures and practices, in the following areas:

- Qualification and duties of board members;
- Term start dates and other issues related to term length;
- Conduct of board meetings;
- Access to financing and related financial practices; and,
- Board member knowledge and capacity.

### Transparency

In order to build knowledge about the DSSABs, there is a recommendation to develop a comprehensive information and communication approach. Content would be targeted to the public and municipalities through multiple channels of communication. Some information would be common across all DSSABs while some information would be DSSAB-specific.

To provide greater transparency to municipalities on board decisions, a guideline on communications best practices is recommended.

### Accountability

With respect to accountability, it is recommended that the current guidelines on *Role of the DSSAB Board, Chair, Officers and Employees (Guideline #1)* be incorporated into a regulation. It is also suggested that the Municipal Conflict of Interest Act apply to DSSAB board members. A DSSAB Board Skills and Qualifications Guide should be developed to assist municipal councils to appoint board members with the appropriate skills and interest.

With respect to term start dates, it is recommended that Interim Guideline #9: Transition Period Following Election, which sets out what decisions should not be made during the transition period, be explicitly stated in regulation. Additional clarity on term lengths and term for the chair are also recommended.

To improve and standardize how DSSAB boards function, the report recommends that each DSSAB develop a code of conduct based on common elements. Several other aspects of board processes

are addressed, including virtual attendance at meetings electronically, circumstances under which closed meetings can be held, and allowing video and live streaming of meetings.

On the issue of financing, it is recommended that DSSAB ability to borrow be established more clearly in regulation. Greater clarity on the ability to hold reserve funds is addressed, as is how DSSAB debt will be addressed should a DSSAB default on a loan. To improve clarity regarding auditing and financial statements, it is recommended that the province formalize provisions in the *Interim Guideline #6: Audit Requirements* and *Interim Guideline #7: Financial Statements* by adopting them in regulations.

Finally, orientation for board members and ongoing professional development for board members is recommended.

## 1.8 Recommendations to Review Government Oversight

Government oversight of DSSABs was discussed at several consultations and it is recommended that consideration be given to transferring this responsibility to the Ministry of Municipal Affairs. The report also suggests that program reporting requirements be streamlined and that an information document be developed which specifies connections between all Acts and Regulations that apply to DSSABs and possibly, in the longer term, that legislative amendments clarify and resolve any inconsistencies in legislation that apply to DSSABs.

## 2 Summary of Recommendations

The recommendations below are divided into three groupings based on the structure and analysis in the report. They are:

- Enhance collective responsibility;
- Improve transparency and accountability; and,
- Review government oversight.

All recommendations in these three groupings can be implemented within the current DSSAB framework. Taken together, they will substantially address all key issues that were identified and analyzed as part of the review.

During the course of the review, both in consultations and based on the research conducted, approaches that go beyond the current DSSAB framework emerged. This type of fundamental change goes beyond the scope of the review.

### 2.1 Enhance Collective Responsibility

The report identifies three issues that impact the ability/willingness of DSSABs and the municipalities that they are comprised of to adhere to the principle of collective responsibility. The three issues are:

- Apportionment;
- Board composition; and,
- Unequal distribution of representation and cost.

The recommendations in the report related to these three areas suggest approaches that will support collective responsibility or conversely will mitigate the circumstances in which collective responsibility may break down.

Any of the recommendations in this section will contribute to enhanced collective responsibility (see **Section 8: Recommendations to Enhance Collective Responsibility** for further information). However, the issues which contribute to challenges to collective responsibility are closely linked. Therefore, greater impact will be achieved if they are considered as a package so that all three issues are addressed.

Taken together, the recommendations will lead to a substantial improvement in the current DSSAB model, in particular to supporting the principle of collective responsibility for service delivery.

High-Level Recommendations	Detailed Recommendations
Review Apportionment Formula and Process	<p>To reflect that the current default formula (or a variation of it) has met the needs of most DSSABs, it is recommended that:</p> <ol style="list-style-type: none"> <li>1. There continues to be a default formula in regulation that is based primarily on ability to pay to embed the principle of collective responsibility in the apportionment of the municipal portion of DSSAB costs.</li> <li>2. The current default formula be retained.</li> <li>3. Continue to allow individual DSSABs to change their apportionment formula from the default formula.</li> <li>4. Guidance material be developed which provides input for DSSABs considering a change to the default formula. The guidance could include factors that may result in a better proxy for ability to pay and guidance on how a factor related to differential level of service use could be incorporated while retaining a foundation of ability to pay for the formula.</li> </ol> <p>To create a process for changing the apportionment formula which will result in greater acceptance of the result, it is recommended that:</p> <ul style="list-style-type: none"> <li>▪ The double majority as the process for altering the apportionment formula be supplemented by:               <ul style="list-style-type: none"> <li>– Requiring an independent, third party analysis of the impact of proposed changes to the apportionment formula if the impact on any municipality is anticipated to exceed a threshold percentage (to be determined) or if requested by any municipality.</li> </ul> </li> </ul> <p>Providing for a dispute resolution process which will result in a binding decision where some municipalities are unwilling to accept the decision arrived at through the double majority process.</p>
Enhance Board Composition	<p>With respect to board composition and voting responsibilities, it is recommended that:</p> <ol style="list-style-type: none"> <li>1. The status quo related to board composition, with some board members representing several municipalities, should be retained.</li> <li>2. Voting members of the DSSAB board continue to be elected municipal officials.</li> <li>3. Elected TWOMO representatives continue to be voting board members, except for items related to changing the apportionment formula (see above).</li> <li>4. Communication with municipalities that are not directly represented should be enhanced (see recommendation 9.3.1).</li> </ol> <p>To reflect governance best practice to include a range of skills on the board, and to bring additional voices and perspectives to the board, it is recommended that, in addition to municipal and TWOMO representatives:</p> <ol style="list-style-type: none"> <li>1. The province have the option of appointing 1 - 2 additional board members as members-at-large to provide particular skills and/or perspectives which will enhance board deliberations; and</li> </ol>

High-Level Recommendations	Detailed Recommendations
	<ol style="list-style-type: none"> <li>2. The DSSAB boards have the option to appoint additional members with particular skills and perspectives to enhance board decision-making; and</li> <li>3. Voting members continue to be elected municipal officials and TWOMO representatives (except for apportionment decisions) while Provincial and board appointees be non-voting members of the board.</li> </ol>
Consider Separating Large Municipalities	<p>In order to allow further consideration of whether larger municipalities should be separated from their current DSSAB, it is recommended that:</p> <ol style="list-style-type: none"> <li>1. DSSABs which include a larger municipality have the option of developing a business case for the separation of the larger municipality from the DSSAB. The business case must demonstrate: <ul style="list-style-type: none"> <li>▪ Consensus among all members of the District;</li> <li>▪ Net benefit to all residents of the District;</li> <li>▪ Ability of the new DSSAB and CMSM to deliver services equitably and effectively and without substantial new investment by the province.</li> </ul> </li> <li>2. If the business case for separating the larger municipality is demonstrated to the satisfaction of the province, the larger municipality be constituted as a CMSM and the remaining municipalities be included in a reconfigured DSSAB.</li> </ol>

## 2.2 Improve Transparency and Accountability

Issues of transparency and accountability came up across all consultation sessions, from the perspectives of staff, board members and municipal representatives, in different ways. Transparency issues relate to:

- A perceived lack of knowledge among the public and municipalities regarding the role and functioning of DSSABs; and,
- Inconsistent processes for communicating with Board members and municipal representatives about DSSAB board decisions.

Accountability issues relate to a perceived lack of clarity and consistency regarding board processes, procedures and practices, in the following areas:

- Qualification and duties of board members;



- Term start dates and other issues related to term length;
- Conduct of board meetings;
- Access to financing and related financial practices; and,
- Board member knowledge and capacity.

The recommendations in this section address those key issues that arose in the consultation process related to transparency and accountability (see Section 9: **Recommendations to Improve Transparency and Accountability** for further information). The recommendations consider when the province should mandate particular approaches and when DSSAB boards should have latitude to respond to local circumstances.

High-Level Recommendations	Detailed Recommendations
Build Knowledge	<p><b>Transparency of DSSAB role and functioning among the public and municipalities:</b> To enable the public and municipalities to understand the role and functioning of the DSSAB it is recommended that a comprehensive information and communication approach be developed collaboratively by the Province and NOSDA with input from FONOM and NOMA including:</p> <ol style="list-style-type: none"> <li>1. Targeted content for both the public in the form of a DSSAB Service Guide and for municipalities in the form of a high level overview of DSSAB operations and good governance practices;</li> <li>2. Multiple communication channels such as online, in-print, and in-person to ensure the information is accessible to all people living in the North; and,</li> <li>3. A provincial website that provides information common to all DSSABs with links to each DSSAB website which would have a common look and feel where information specific to a district would be provided.</li> </ol>
Improve Communication Practices	<p><b>Transparency of DSSAB board decisions among board members and municipalities:</b> To provide greater clarity with respect to decisions made by the board and the municipalities, it is recommended that a guideline on communications best practices be developed by the province, DSSABs and NOSDA in consultation with FONOM and NOMA. The best practices communications guideline could include a requirement to explicitly indicate how the upload of costs to the Province has impacted the overall municipal share of DSSAB costs. Transparency on how changes in municipal assessment may affect future levies for other municipalities in the district could also be included in communications material.</p>
Clarify Board Practices,	<p><b>Accountability – Qualification and Duties of Board Members:</b></p> <ol style="list-style-type: none"> <li>1. To improve clarity with respect to the role of DSSAB board members in representing the well-being of all people who live in the district as a whole, it is recommended that the roles and responsibilities of the DSSAB board, chair, officers and employees, as set out in <i>Interim Guideline #1: Role of the DSSAB Board, Chair, Officers and Employees</i>, be explicitly stated</li> </ol>

High-Level Recommendations	Detailed Recommendations
Procedures and Processes	<p>in regulation. It is also recommended that a discussion of the role of DSSAB board members in representing the well-being of the district as a whole be included in a board orientation package.</p> <ol style="list-style-type: none"> <li>2. To improve clarity with respect to the application of the <i>Municipal Conflict of Interest Act</i> to all members of a DSSAB board (including TWOMO) it is recommended that the requirement highlighted in <i>Interim Guideline #5: Municipal Conflict of Interest Act</i> be explicitly stated in regulation.</li> <li>3. To provide greater clarity on the types of skills and knowledge that a DSSAB board member should have to be effective in their role, it is recommended that the province create a DSSAB Board Skills and Qualifications Guide. This guide would support the selection of councillors who have the specific skills or expertise to serve as a board member, or the selection of those who are interested in developing these skills.</li> </ol> <p><b>Accountability – Term Start Dates and Other Issues Related to Term Length:</b></p> <ol style="list-style-type: none"> <li>1. To improve clarity with respect to the activities of existing board members after the municipal election and before the new DSSAB board members’ term of office commences, it is recommended that the requirements for decision-making during a transition period, as stated in <i>Interim Guideline #9: Transition Period Following Election</i> be explicitly stated in regulation. It is also recommended that the province establish in regulation that after election day the term of office of a member continues until his or her successor becomes a member of the board.</li> <li>2. To improve clarity with respect to term minimum and maximum, it is recommended that the province clarify in regulation that board members are appointed for a minimum term of four years and may continue to serve consecutive terms of office as long as they continue to hold their position as a municipal councillor and continue to be appointed to the DSSAB board by their council. For consistency this recommendation would apply to TWOMO and non-elected board members.             <ol style="list-style-type: none"> <li>a. Although a minimum term may prevent municipalities that share a board seat from having direct representation on the board, over multiple terms of office, it will address the challenge of turnover within a term of office. Turnover within a term of office creates inconsistency and can make it challenging for the board to operate and govern effectively. It is however recommended that a minimum term be established, only if, the Province also adopts a guideline and structure that clarifies how municipalities that share a board seat are expected to communicate before and after board meetings (see recommendation #4 below).</li> <li>b. It is also recommended that the DSSAB Board Skills and Qualifications Guide include a discussion of best practices with respect to appointing board members for consecutive terms of office that reflects best practices applied to provincial adjudicative and regulatory agencies in the Agencies and Appointments Directive, which states that terms of appointment should be a maximum of ten years, in total.</li> </ol> </li> </ol>

High-Level Recommendations	Detailed Recommendations
	<p>3. To provide for greater local control over the term length of the Chair, it is recommended that the requirement for appointment of the position of Chair annually be removed and replaced with the requirement for a local by-law that describes the term limit of the Chair.</p> <p>4. To provide greater clarity for municipalities that share a board seat regarding how to bring forward information through their representative, as well as when and how information is communicated back to the municipalities, it is recommended that the province create a guideline for communication procedures and processes for municipalities that share a board seat. This guideline would specify that after election each municipality that will not have direct representation on the board for that term of office designate one municipal councillor as their DSSAB communications lead. The guideline should further specify that the appointed DSSAB board member for the shared region be responsible for communicating via teleconference with the other municipal DSSAB communications leads:</p> <ol style="list-style-type: none"> <li>a. In advance of DSSAB board meetings to review the agenda items and gather any information that the DSSAB communications leads would like the appointed member to bring forward to the board on their behalf; and,</li> <li>b. After DSSAB board meetings to review what was discussed at the meeting and the decisions that were agreed upon by the board.</li> </ol> <p><b>Accountability – Conduct of Board Meetings</b></p> <p>1. To enable boards with the tools to set expectations regarding establishing rules for conduct of DSSAB board meetings, it is recommended that the province and NOSDA, in consultation with FONOM and NOMA develop the elements of a by-law that would go into regulation regarding a code of conduct for board members. The code of conduct could include the following elements<sup>3</sup>:</p> <ol style="list-style-type: none"> <li>a. Act with integrity and with the obligation to maintain the well-being of the district;</li> <li>b. Attend and come prepared to participate in board meetings;</li> <li>c. Avoid personal advantage and conflict of interest;</li> <li>d. Respect others who may have differing opinions;</li> <li>e. Adhere to board policies;</li> <li>f. Respect confidentiality of information obtained in private and closed sessions of the board and of confidential information obtained in their capacity as members of the board; and,</li> <li>g. Uphold decisions made by the board, even if an individual board member does not agree with them.</li> </ol>

<sup>3</sup> Ontario Ministry of Education. School Board Governance: A Focus on Achievement. Review Committee to the Minister of Education of Ontario. April 2009: <http://www.edu.gov.on.ca/eng/policyfunding/grc/grcReview.pdf>

High-Level Recommendations	Detailed Recommendations
	<p>2. To make board meetings more accessible to members across the North, it is recommended that <i>Interim Guideline #3: Procedure By-Law</i> be established in regulation and that a subsection be created specific to electronic attendance at open board meetings. It is also recommended that board members be permitted through regulation to attend open board meetings electronically in emergency situations as long as they are not counted in determining whether or not a quorum of members is present at any point in time. This regulation should also specify that in a given year board members must attend a majority of sessions in person.</p> <p>3. To clarify the circumstances under which a closed meeting can be held, it is recommended that requirements around closed meetings outlined in <i>Interim Guideline #2: Closed Meetings</i> be reviewed/updated in consultation with DSSABs, NOSDA, FONOM and NOMA and established in regulation. It is also recommended that in consultation with these groups, there also be consideration of including in regulation the closed meetings investigation process described in the <i>Municipal Act</i>.</p> <p>4. To align with direction provided by the Ombudsmen<sup>4</sup> with respect to video recording open and closed meetings and live streaming open board meetings to the public, it is recommended that this be included in a guideline for DSSAB boards, providing for local discretion over the approach preferred by the district.</p> <p><b>Accountability – Access to Financing and Related Financial Practices:</b></p> <p>1. To improve clarity regarding the ability of DSSABs to borrow, it is recommended that the province, in consultation with NOSDA, FONOM and NOMA, establish in regulation (or legislation if required) the DSSABs’ ability to borrow for both capital and operating expenses. This should include clarity on the DSSAB’s ability to borrow from Infrastructure Ontario.</p> <p>2. To improve clarity on a DSSAB’s ability to hold reserve funds, it is recommended that the province, in consultation with NOSDA, FONOM and NOMA, establish in regulation the maximum reserve fund holdings for both capital and operating expenses. This should include clarity on the process for holding reserve funds year-over-year and when reserve funds should be returned to the municipalities.</p> <p>3. To improve clarity on the ownership of debt, it is recommended that the province, in consultation with NOSDA, FONOM and NOMA, establish in regulation who is responsible for assuming the ownership of debt in the event that a DSSAB defaulted on a loan.</p>

<sup>4</sup> Office of the Ombudsmen. OMLET Annual Report: 2011-2012 pp12-13: <http://www.ontla.on.ca/library/repository/ser/319911/2011-2012.pdf> AND OMLET Annual Report: 2012-13 pp.16-17: [https://www.ombudsman.on.ca/Files/sitemedia/Images/Reports/1590-OMLETAR-ENGLISH-WebResolution\\_1.pdf](https://www.ombudsman.on.ca/Files/sitemedia/Images/Reports/1590-OMLETAR-ENGLISH-WebResolution_1.pdf)

High-Level Recommendations	Detailed Recommendations
	<p>4. To improve clarity regarding auditing and financial statements, it is recommended that the province establish in regulation the requirements for financial statements as outlined in <i>Interim Guideline #6: Audit Requirements</i> and <i>Interim Guideline #7: Financial Statements</i>. It is also recommended that Interim Guideline #7 be updated to provide further direction on financial disclosure and public posting of financial statements and/or whether they should be shared directly with municipalities. The province and NOSDA, in consultation with FONOM and NOMA, should also consider whether the requirement for submission of financial statements and approval of the annual budget within four months of a DSSAB’s fiscal year end, be extended to 6 months in an election year. This would provide new board members with additional time to onboard and understand the DSSAB budgeting and financial statement approvals processes.</p> <p><b>Accountability – Board Member Knowledge and Capacity:</b></p> <ol style="list-style-type: none"> <li>1. To improve clarity on good governance practices and knowledge of DSSAB social services among board members, it is recommended that the province and NOSDA, in consultation with FONOM and NOMA, develop a professional development approach for board members. This should provide a comprehensive overview of key content relevant to the role of a DSSAB board member, should use different communication channels (in-person, in-print and web-based) to target board members and be offered annually with the option for refresher courses.</li> <li>2. To improve consistency of training and key messages, it is also recommended that elements of the professional development training approach relevant to all DSSABs be led by a neutral third party.</li> <li>3. To foster collaboration and knowledge sharing across the districts, it is recommended that periodic conferences and/or in-person training sessions be held for board members and DSSAB leadership. For example, one session could be held in the North East and one in the North West.</li> </ol>

## 2.3 Review Government Oversight

The issue of government oversight came up in several consultations, but not all. Issues related to:

- Transferring responsibility for oversight of the DSSABs;
- Streamlining program reporting requirements; and,
- Creating legislative clarity.

These recommendations will result in oversight that is consistent with oversight of the CMSMs in Southern Ontario, reduced program reporting burden on DSSABs and more consistent and comparable performance metrics, and enhanced clarity for staff, board members and municipalities on what legislation applies to DSSABs.

High-Level Recommendations	Detailed Recommendations
<b>Transfer Responsibility for DSSAB Oversight</b>	1. It is recommended that primary responsibility for oversight of the DSSAB Act, as well as authority within the Act, and primary responsibility and oversight of the DSSAB model be transferred from MCSS to MMA as this approach is consistent with the current oversight approach for CMSMs in the South.
<b>Streamline Program Reporting</b>	1. To support the goal of human services integration and streamline reporting requirements, it is recommended that MCSS, MOHLTC, EDU and MOH work together with NOSDA to implement streamlined funding and reporting arrangements with DSSABs, where applicable. This would include harmonizing reporting requirements, frequency and timelines across their service agreements with DSSABs. Such an arrangement could be phased- in with one or two DSSABs identifying challenges and solutions, prior to roll out to all DSSABs.
<b>Create Legislative Clarity</b>	<ol style="list-style-type: none"> <li>1. To improve clarity regarding gaps in legislation in the short-term it is recommended that the province create an information document which specifies connections between all Acts and Regulations that apply to DSSABs.</li> <li>2. To provide greater clarity in the long-term, it is recommended that the government in collaboration with a legal expert consider legislative amendments which resolve any inconsistencies across statutes and regulations that apply to the DSSABs. This would include assessing whether to amend all acts that apply to the DSSABs or to consolidate all acts that apply into one piece of legislation.</li> </ol>

### 3 Report Structure

The following table provides an overview of the Report Structure to guide the reader. The report includes three major sections:

1. **Overview:** This includes the executive summary of the report, summary of recommendations and an overview of the report structure.
2. **Part A:** Background and Findings.
3. **Part B:** Analysis, Options and Recommendations.

#	Section	Page #	Section Description	Sub-Sections
<b>Executive Summary and Recommendations</b>				
1	<b>Executive Summary</b>	5	This section provides a summary of key messages from all components of the report.	N/A
2	<b>Summary of Recommendations</b>	17	This section provides a summary of the recommendations resulting from the DSSAB governance and accountability review.	N/A
3	<b>Report Structure</b>	26	Current section – this section provides a guide to the reader to support navigation of the document	N/A
<b>Part A: Background and Findings</b>				
4	<b>Introduction</b>	30	This section provides information on the purpose and rationale for this report and the DSSAB governance and accountability review, initial topics for consultation, and the approach and principles guiding the review.	<ol style="list-style-type: none"> <li>1. Background on DSSAB Governance and Accountability Review</li> <li>2. Mandate, Scope and Outcomes for the Review</li> <li>3. Approach to DSSAB Governance and Accountability Review</li> <li>4. Consultation Focus Areas</li> </ol>

#	Section	Page #	Section Description	Sub-Sections
5	<b>History &amp; Current State of DSSABs</b>	35	This section provides background information on the history of DSSABs and their current structure.	1. DSSAB Model Origins
				2. Current State of DSSABs
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14	<b>Interim Governance and Accountability Guidelines for DSSABs</b>	186	This appendix includes the Interim Governance and Accountability Guidelines for DSSABs created before this review.	N/A
15	<b>Discussion Guides</b>	190	This appendix includes an overview of the questions discussed with DSSAB leadership and staff, DSSAB board members and municipal representatives.	N/A



HOMELESSNESS IN MANITOULIN-SUDBURY:  
2018 ENUMERATION

Final Report prepared for  
the Manitoulin-Sudbury District Services Board  
October 2018

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# Acknowledgments

This project was conducted to enumerate the homeless population in the Manitoulin-Sudbury District in compliance with the legislation adopted by the Province of Ontario. The collection of data involved many agencies and organizations in the towns studied. A research team comprising over 20 people as well as staff in numerous participating agencies facilitated the research or collected information for the survey. Nineteen organizations participated in the study by allowing the research to take place in their organization. The contributions of many people ensured the success of this project.

First and foremost, we pay tribute to the participants of the study, who were unhoused, homeless, living with hidden homelessness or at risk of becoming homeless, and who shared information about their circumstances by participating in the survey.

Second, the assistance of service providers and agency personnel was vital in enabling this project to be completed successfully. They assisted in many ways, such as facilitating recruitment, providing access to their clients and collecting information for the study.

Third, staff of the Centre for Research in Social Justice and Policy and students from various schools and departments at Laurentian University—most notably the School of Social Work, the Department of Law and Justice, the Department of Economics, Faculty of Management and the School of Nursing—made essential contributions by assisting with many phases of the study, such as liaison with agency personnel, project planning, data collection, data entry and analysis. College students also worked on the project team as did many community members. People from participating communities in the Manitoulin-Sudbury District were recruited to work on the enumeration project.

This study was supported by funding from the Manitoulin-Sudbury District Services Board and the Social Sciences and Humanities Research Council of Canada. The research is the responsibility of the authors of the report and the findings do not necessarily reflect the views of the funders.

# HOMELESSNESS IN MANITOULIN-SUDBURY: 2018 ENUMERATION

## Executive Summary

### OBJECTIVE

The objective of the enumeration project was to obtain information about the number, socio-demographic/linguistic characteristics, histories of homelessness and prior experiences of homeless persons. The enumeration study was conducted in a manner consistent with the requirement of the Province of Ontario to count the number of people living with homelessness within every district in the province. It is linked to the objectives of the Province of Ontario to end homelessness in Ontario and, specifically, to end chronic homelessness by 2025. It is intended to help Service Managers and the Ministry of Housing to better understand the extent and nature of homelessness and to guide policy and program design.

### METHODOLOGY

The enumeration project was conducted by following the guidelines for a period prevalence count (PPC) of homeless persons, including a count of chronically and episodically homeless people. The PPC method is based on the guide, *Period Prevalence Counts of People Experiencing Homelessness: A Guide for Rural and Northern Communities* (Kauppi, 2017). Data were collected from people experiencing forms of homelessness and hidden homelessness using a structured questionnaire, which includes all mandatory questions identified and specified by the Government of Ontario to gather information regarding forms of homelessness. A service-based methodology was used to conduct a period prevalence count (PPC) for the current study because it captures most of the homeless population.

### CONDUCTING THE SURVEY

Ethics approval was obtained from the Laurentian University Research Ethics Board. The study sought to include the largest towns within various regions of the catchment area of the Manitoulin-Sudbury District Services Board (Manitoulin-Sudbury DSB). The 2018 period prevalence count involved data collection in Espanola, Little Current, Mindemoya, Noëlville; Markstay, Chapleau and Foleyet. The decision about locations was made following a consultation with the Manitoulin-Sudbury DSB and service providers in the fall of 2017 and in early 2018. The PPC project followed the Ministerial Directive and the Provincial Guidelines for Homelessness Enumeration. It was completed in a manner that addressed all provincial requirements. The Manitoulin-Sudbury District covers a vast region, providing services to residents in an area comprising more than 45,000 square kilometres. As per the provincial requirement, the study covered regions of the Manitoulin-Sudbury District in which a minimum of 30 percent of the total population resides (the study exceeded the minimum requirements by

covering about 56% of the catchment population in regions where close to 16,000 people were living: 15,692 of 28,107).

The data collection instrument used included the required questions specified by the Province of Ontario. Information regarding background, experiences and types of homelessness was gathered from people living with absolute and hidden homelessness as well as the risk of homelessness using a structured questionnaire. The data collection instrument allowed for the identification of duplicate cases and, if found, the exclusion of duplicates. The research team worked with local service providers in the Manitoulin-Sudbury District in order to create an accurate snapshot of the homeless population.

The PPC was conducted at agencies or services from April 16<sup>th</sup> to 22<sup>nd</sup>. Data collection proceeded at the food bank in Markstay on April 12<sup>th</sup>, the date it was open in April.

## RESULTS

### Number of Adult and Youth Participants

- The number of questionnaires completed by adults or youth in the PPC study was 122. A check based on de-duplication information collected showed that there were no duplicate cases (i.e., no one completed the survey more than once). In addition, there were 49 dependent children under the age of 18, including two who had disabilities and two who were unborn, for a total count of 171. The number of participants and children is based on three groups: 1) absolutely homeless (n=30), (2) hidden homelessness (n=88), and (3) those who were at risk of homelessness (n=53).
- Half of the surveys were completed on Manitoulin Island (51%) followed by Espanola (25%), Sudbury North (Chapleau and Foleyet, 20%) and Sudbury East (4%). Cold weather and other factors hampered data collection in Sudbury East.

### Demographic Results

- As we have consistently found in prior studies in northeastern Ontario, Indigenous people (including First Nations and Métis) were present within the study sample in proportions greater than their numbers in the total population of the Manitoulin-Sudbury District, according to 2016 census data (Public Health Sudbury & Districts, 2018).<sup>1</sup> Indigenous people were reportedly 41 percent of the Manitoulin District population and 18 percent of the Sudbury District, but they comprised 52.6 percent (n=60, excluding children) of the participants who provided information about their Indigenous ancestry for the study (either Indigenous or non-Indigenous, n=114). Among those who were *absolutely homeless*<sup>2</sup>,

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<sup>1</sup> Excluding the City of Greater Sudbury, the populations of the Manitoulin and Sudbury Districts, combined, provide a rough estimate of the proportion of the Indigenous population served by the Manitoulin-Sudbury District Services Board. However, the overall population of the health unit is slightly larger.

<sup>2</sup> Absolute homelessness is a category of homelessness that is termed “unsheltered” or “emergency sheltered” in the Canadian definition of homelessness. It refers to people living in public or private spaces, such as sidewalks, parks, forests, private spaces or vacant buildings, garages, makeshift

Indigenous people, including First Nation, Métis or Inuit, constituted more than two-thirds (68.2%) of this subsample. Indigenous people were the largest subgroup (based on racialized identity) amongst those who were living with *hidden homelessness*<sup>3</sup> (50.0 %). They also made up close to half of those who were *at risk of homelessness*<sup>4</sup> (47.2%).

- The number of young people up to age 24 was 16; these youth were not connected to a family unit when they participated in the survey. Of these, three were absolutely homeless and nine were living with hidden homelessness and the remaining four were at risk of homelessness.
- Those who self-identified as women (n=60) comprised 50.8 percent of those who indicated their gender as male or female and those who self-identified as men (n=53) comprised 44.9 percent of this sample. Persons who self-identified their gender as two-spirit, transwoman, transman or not listed/don't know comprised 4.2 percent of the participants based on self-reports of gender identity.<sup>5</sup>
- Regarding sexual orientation, 91.8 percent of participants self-reported as heterosexual while 8.2 percent indicated that they identified as LGBTQ2S.
- The number of people with backgrounds involving military service who participated in the survey was 8. Two of these participants were absolutely homeless, two were living with hidden homelessness and four were at risk.

#### Chronic and Episodic Homelessness

- Chronically homeless persons have been continuously homeless for six months or more in the previous year, and episodically homeless have had three or more episodes of homelessness in the previous year. In total, 35 were chronically homeless and 11 were episodically homeless. The number of absolutely homeless people reporting chronic and episodic homelessness, respectively, was ten and three. It is notable that two individuals in the at risk population and 22 who were living with hidden homelessness reported that they had been chronically homeless. This finding shows the interconnectedness of the three categories.
- It was more common for homeless people to be homeless continuously for six months or more than to experience three or more episodes of homelessness. Eleven individuals

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shelters, shacks, tents or vehicles. People who are absolutely homeless may also stay in emergency shelters.

<sup>3</sup> Hidden homelessness is an emerging term that refers to people who do not have their own apartment or house, or those whose home is unsafe for them to return to. They are largely invisible to service providers because they stay temporarily with others or in living situations that remain hidden (e.g., staying in a vehicle, or renting a motel room). There is some overlap between definitions of provisionally accommodated and hidden homelessness.

<sup>4</sup> At risk of homelessness is a category that refers to those who have experience “external hardship, poverty, personal crisis, discrimination, a lack of other available and affordable housing, insecurity of tenure and / or the inappropriateness of their current housing” (Canadian Observatory on Homelessness, 2017).

<sup>5</sup> May not sum to 100 due to rounding error.



reported episodic homelessness; five were in the hidden homeless group, three were absolutely homeless and the remainder were at risk of homelessness.

### Experience of Housing and Shelter

- Many homeless people do not know where they will stay at night. Amongst those living with hidden homelessness, the dominant response was that they would stay at someone else's place (i.e., couch surfing) while people who were at risk of homelessness typically had their own place to stay, even if it was unsuitable or unsafe. Many people pay rent to stay in accommodation that is severely substandard and not appropriate for human habitation.
- Due to the cold weather, it is particularly remarkable that several people (n=9) who were absolutely homeless indicated that the location where they would sleep was a public space, vehicle, abandoned building, other unsheltered location or they did not know where they would stay. During the PPC from April 16<sup>th</sup> to April 22<sup>nd</sup>, the minimum temperature ranged between 0° C and -8° C. Amongst those who were in the hidden homeless group, 22 indicated that they did not know where they would stay.

### Reasons for Homelessness

- The top six reasons for homelessness were inability to pay rent or mortgage, addictions, conflict with spouse or partner, unsafe housing conditions, job loss, and conflict with parent/guardian or illness. These reasons were given frequently by people in all three categories of homelessness. However, the reasons given by most people living with absolute homelessness were housing-related (inability to pay rent/mortgage or unsafe housing conditions).

### Family Homelessness

- Few people who are absolutely homeless have partners, other adults or children with them, as 55% reported that they had no one with them. However, over half of those living with hidden homelessness (53%) or the risk of homelessness (63%) were sharing the circumstances with a partner, other adults or children.

### Health Issues

- A substantial number of people indicated that they have health issues. The most prevalent issue was mental health challenges, reported by 55% of people living with absolute homelessness. An examination of the number of health issues reported showed that, overall, only 27% did not report one or more challenges. Two-thirds or more of the participants in all homeless categories (two-thirds of those at risk and three-quarters of the other two categories) reported one or more health challenges (i.e., chronic/acute medical condition, physical disability, addictions or substance use or mental health issue).

### Experiences of Child Welfare or Foster Care

- Overall, 27% of the participants had been in the child welfare system, including foster care, a group home or the 60s scoop. But 26% of those living with hidden homelessness and 28% of those at risk self-reported child welfare involvement. On average, people who were





Report To:	Program Planning Committee
From:	Donna Stewart, Director of Integrated Social Services Rhonda McCauley, Social Housing Program Supervisor Patrick Wittmann, Supervisor of Infrastructure & Asset Management
Date:	May 23, 2018
Re:	10-Year Housing and Homelessness Plan - 2018 Progress Report

## Report

The purpose of this report is to provide the DSB Board and the Ministry of Housing with a year four (4) update on the 10-Year Housing and Homelessness Plan targets, objectives, and progress achieved for the DSB for the 2017 calendar year.

## Background

Through the Long-Term Affordable Housing Strategy (LTAHS) and with the passing of the Housing Services Act (HSA), 2011, the Province completed the devolution of Ontario's affordable housing to municipalities. The Province required the development of a [10-Year Housing and Homelessness Plan](#) to reflect certain principles or 'interests' that the government had prescribed in addition to considering and responding to local needs.

The Province outlined basic requirements for the content:

- plans must identify current and future housing needs,
- set objectives and targets related to identified needs,
- describe actions to meet these goals, and
- indicate how the process will be measured.

## Year One 2015 Report

The [Year One report](#) of the Plan was presented to the Board on June 25, 2015 and submitted to the Ministry of Housing on June 30, 2015.

## **Year Two 2016 Report**

The [Year Two Report](#) of the Plan was presented to the Board on June 23, 2016 and submitted to the Ministry of Housing on June 24, 2016.

## **Year Three 2017 Report**

The [Year Three Report](#) of the Plan was presented to the Board on June 21, 2017 and submitted to the Ministry of Housing on June 22, 2017.

## **Year Four 2018 Report**

This Year Four report on the Plan includes a review of the priorities that were the response to the accumulation of data and research pertaining to housing, income, and homelessness gathered from within the DSB at the time the Plan was developed. The priorities overlap and complement one another, with an integrated approach focused on addressing housing and homelessness in the ten-year period. Many priorities involve continuing and building on existing initiatives that the DSB has in place, as well as increasing its efficiency and capacity as a community partner around housing and homelessness. Integrated service delivery and enhanced evaluation are frequently emphasized components to many of the priorities. The priorities also evolve over time as opportunities for new initiatives arise.

**The fourteen (14) priorities of the Plan are as follows and actions reported accordingly.**

### **#1 Understand and Respond to the District's Demographic**

- The tenant and applicant demographic remained consistent with previous year, and hence we continue to monitor and respond to local need.

### **#2 Strong Emphasis on Seniors Required – Housing and Supports**

- The [Ontario Renovates Program](#) will continue to assist seniors and their ability to 'age at home'.
- Direct Shelter subsidy (DSS) program expanded to include a municipal funding portion for Seniors who own their home receiving funding under this initiative.
- DSB has worked with the Community of St.-Charles to achieve designation of an Age-Friendly Community to support the Municipality with this goal.

### **#3 Implement Strategies to Support Overlooked Populations – Aboriginals, Youth, Non-Senior Persons with Disabilities, and Individuals who are Homeless**

- The Transitional Community Support Worker (TCSW) Pilot is complete and the position has become full-time support for the LaCloche Area. Additional Pilot undertaken for Manitoulin Island with funding granted in 2018.
- Continue to advocate with the Provincial Government to reevaluate the reductions to the Youth Job Connection program. This work is still ongoing. We have made some improvements whereby the statistics and allocation have increased in the Sudbury North Region only.

### **#4 Address Additional Gaps in Services that Contribute to Imminent Risk of Homelessness**

- Continue to use a pre-screening tool to ensure that the applicants with the highest need are prioritized for the Affordable Housing Program.
- Housing Applicants are also receiving priority based on need on the Housing Waiting List.

### **#5 Imperative Action on Improving Transportation Accessibility Required**

- Continue to operate the DSB van fleet that assists with the transportation of clients to education facilities.

### **#6 Employment and Training Opportunities**

- The DSB continues to establish local community partnerships for employment and training opportunities with the Chapleau Learning Centre, Alpha en Partage, Collège Boréal, Cambrian College and the Canadian Mental Health Association (CMHA). New and creative programs as generated based on community needs.

### **#7 Energy Efficiency and Sustainable Housing**

- Social Housing Improvement Program (SHIP) work was completed at the Non-Profit Housing providers (Gore Bay Municipal Non-Profit, Little Current Place Municipal Non-Profit, Espanola Municipal Non-Profit, Native People of Sudbury Development Corporation, Cochrane-Temiskaming Native Housing Corporation) and Manitoulin-Sudbury DSB building (76 Wellington) to improve energy efficiency and sustainability of the housing stock.

### **#8 Innovation and Efficiency with Affordable Housing**

- We continue to adapt and improve the [Direct Shelter Subsidy Program](#) to assist with maintaining affordable accommodations to singles and families on Ontario Works and Ontario Support Disability Program with higher than Shelter Component costs.

- Increase in recipients receiving funding by approximately 23% over 2016.
- The DSB was successful in receiving grant under the province's Innovation, Evidence and Capacity Building fund to research energy efficiency across Northern Ontario Social Housing.
- Met with the Northern Ontario Service Delivers Association and the NE-LHIN to review and prioritize the strategic plan to guide innovative housing with Health Support in Northeastern Ontario. The 43-recommendation report was narrowed down to focus on 5 common Northern priorities.

#### **#9 Increase Opportunities by Increasing Knowledge Dissemination**

- Semi-annual staff development meetings focus on relevant topics based on current social climate as well as staff needs. 2017 focused on Staff Mental Health.
- Staff undertake various workshops and training opportunities relevant to position, that provide enhanced opportunity for client engagement.

#### **#10 Spearhead Integrated Service Delivery**

- The Manitoulin-Sudbury DSB works within a full-integration model across all programs to provide the greatest service to clients.
- Integrated Annual Reviews
- Integrated Tenant Complaint system
- Updated Application to support ease of reporting

#### **#11 Increased Advocacy Roles for Civic Leaders**

- The Community Homelessness Prevention Initiative (CHPI) was expanded through the Investment in Affordable Housing program commitment through to 2020 allowing the program to continue past the former expiry date of the program.

#### **#12 Increase Program Evaluations**

- Program Surveys have been updated and are being encouraged throughout the program portfolio. Monthly review of survey results at the Supervisor/Director of ISS level for any issues to be addressed timely.

#### **#13 Closely Monitor the Release of RFPs and Opportunities for Funding**

- Home for Good funding request was denied due to funding allocation shortfalls because of many Service Manager Requests. We continue to monitor similar funding opportunities to expand the Transitional Community Support Worker Program across the District.

- Partnership with NELHIN and CMHA continues to fund and support the Transitional Community Support Worker expansion.
- The DSB in partnership with the University of Guelph was successful in receiving a grant from the Provinces Innovation, Evidence and Capacity Building fund (\$69,320) for a research project (one of nine grants awarded province-wide) seeking to unlock the massive potential for energy savings in the social housing sector by:
  - Building sector-wide capacity for planning and implementing energy upgrades including developing best-practice guidelines for Northern Ontario providers.
  - Improving sector-wide readiness when responding to Government Grant programs.
  - Informing government policy and program development for future energy retrofit programs so that Northern Ontario housing providers gain eligibility to social housing retrofit programs.

#### **#14 Rationalizing the Social Housing Stock**

- The DSB continues to review the current housing stock, and review opportunities to purpose-serve our communities.
- Review of current policies is ongoing.

#### **Conclusion**

We will continue to work towards addressing each recommendation and continuing with the work achieved thus far. We believe in our 10-year plan and will continue to work towards ensuring our communities benefit from our commitment.







Report To:	Manitoulin-Sudbury District Services Board
From:	Connie Morphet, Director of Finance Patrick Wittmann, Supervisor of Infrastructure and Asset Management
Date:	October 25, 2018
Re:	Social Housing Portfolio Renewal – <b>Revised</b> Issue Report

## **Purpose**

This report builds on the [Revised Social Housing Portfolio Review – Issue Report](#) that was approved by the board in October 2017. This report is intended to provide information with respect to the housing portfolio continued capital and maintenance investment requirements and consideration to sell a portion of the Social Housing Portfolio.

## **Background**

Social Housing properties were downloaded to the Manitoulin-Sudbury DSB in 2000. The [10-year Housing and Homelessness Plan](#) was created in 2014 and has been updated annually since then to provide direction for housing needs as well as many other aspects of the DSB priorities. The Revised Social Housing Portfolio Review - Issue Report provided in October 2017 provided a broad range of information (revenue, funding, expenses, income, subsidy, etc.) about the Manitoulin-Sudbury DSB properties.

## **Financial assessment**

Operating costs for Social Housing buildings continue to rise due to many factors including utilities and aging infrastructure. Due to these concerns and the changing demand for social housing units, it is important to review the portfolio to ensure that supply meets demand and that the supply is financially affordable to operate. The infrastructure costs were considered by assessing the 5-year capital plan for the properties based on current Building Condition Assessments.

## Current Portfolio

The current DSB Social Housing portfolio outlined in **Table 1** provides a list of the buildings and the estimated capital cost per square foot for each. The capital cost changes year over year based on planning and necessary capital work. **The 2019-2023 projected cost per square foot is based on the five years spending divided by the square feet.**

<b>Table 1: Average Cost Per Square Foot Summary</b>					
<b>Location</b>	<b>Sq. Ft</b>	<b>2017 Actual Cost</b>	<b>2017 Actual Cost per Sq. Ft.</b>	<b>2019-2023 Cumulative Total Projected Cost</b>	<b>2019-2023 Projected Cost per Sq. Ft. over 5 year period</b>
70 Barber St., Espanola	20,200	\$52,449	\$2.60	<b>\$99,047</b>	\$4.90
40 St. Christopher St., Noëlville	15,994	\$11,013	\$0.69	<b>\$84,600</b>	\$5.29
80 Pine St., Chapleau	15,040	\$30,240	\$2.01	<b>\$96,160</b>	\$6.39
Arthur Court, Espanola	14,000	\$18,373	\$1.31	<b>\$91,975</b>	\$6.57
Marguerite St., Espanola	6,000	\$5,093	\$0.85	<b>\$40,726</b>	\$6.79
10 O'Neill St., Webbwood	21,000	\$25,177	\$1.20	<b>\$143,670</b>	\$6.84
29 Nixon St., Mindemoya	21,857	\$22,053	\$1.01	<b>\$158,041</b>	\$7.23
60 Barber St., Espanola	8,118	\$21,060	\$2.59	<b>\$59,104</b>	\$7.28
17 Stanhope St., Warren	15,805	\$19,541	\$1.24	<b>\$115,850</b>	\$7.33
25 John St., St. Charles	18,528	\$8,778	\$0.47	<b>\$145,760</b>	\$7.87
410 Bell St., Massey	17,037	\$26,603	\$1.56	<b>\$148,238</b>	\$8.70
3 Water St., Gore Bay	17,313	\$4,208	\$0.24	<b>\$186,355</b>	\$10.76
76 Wellington St. Manitowaning	11,080	\$92,559	\$8.35	<b>\$150,275</b>	\$13.56
78 Pine St., Chapleau	8,786	\$31,372	\$3.57	<b>\$136,131</b>	\$15.49
66 Robinson St., Little Current	12,421	\$15,275	\$1.23	<b>\$194,210</b>	\$15.64
Scattered Units, Espanola	3,000	\$3,537	\$1.18	<b>\$124,250</b>	\$41.42
66 Meredith St., Gore Bay	4,475	\$5,141	\$1.15	<b>\$189,695</b>	\$42.39

## Local Housing Demand

The **Table 2** below is a list of the population, number of current Social Housing units and the demand based by community. The demand estimates are more accurate than in 2017 as procedures have been adapted to capture more information. The data is based on the DSB waitlist and calls received requesting housing.

<b>DSB Operated Properties</b>					<b># of Bedrooms</b>			
<b>Municipality</b>	<b>Property Address</b>	<b>Local Population</b>	<b>No. of Units</b>	<b>Types of Unit</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Espanola	Multiple Buildings	5,079	62	1,2,3,4 Bed	90	18	19	12
Mindemoya	29 Nixon	1,955	24	1 Bed	22	1	0	0
Little Current	66 Robinson	2,315	20	1 Bed	23	2	1	0
Noëlville	40 St. Christophe	2,442	21	1 Bed	13	2	0	1
Chapleau	2 Buildings	2,069	26	1,2,3,4 Bed	24	5	4	4
Massey	410 Bell	1,000	21	1 Bed	12	3	0	1
Warren	17 Stanhope	2,347	19	1 Bed	6	1	0	1
St. Charles	25 John	1,280	23	1 Bed	6	0	0	0
Webbwood	10 O'Neil	600	24	1 Bed	12	0	0	0
Gore Bay	2 Buildings	850	32	Bach&1Bed	16	1	0	1
Manitowaning	76 Wellington	765	16	1 Bed	11	1	2	0
		20,702	288	<b>Totals</b>	<b>235</b>	<b>34</b>	<b>26</b>	<b>20</b>
<b>Grand Total</b>					<b>315</b>			

## Direct Shelter Subsidy Program

The Manitoulin-Sudbury DSB intends on continuing the successful Direct Shelter Subsidy program to assist with housing affordability. The number of approved applicants continues to increase year over year. The DSS programs enable tenants to choose where they live in private rental housing and to have their funding benefit move with them. **Table 3** shows the updated number of clients and location where they are receiving DSS funding (August 2018).

<b>Table 3: Direct Shelter Subsidy (DSS) (August 2018)</b>	
<b>Municipality/Town</b>	<b># of Approved DSS applicants</b>
Espanola	87
Massey	21
Little Current	16
Chapleau	15
Gore Bay	12
Webbwood	8
Manitowaning	6
Noëlville	5
St. Charles	4
Mindemoya	4
Markstay	3
Evansville	3
Providence Bay	2
Alban	2
Tehkummah	1
Warren	1
Kagawong	1
Meldrum Bay	1
Walford	1
Whitefish Falls	1
<b>Total</b>	<b>194</b>

## Considerations

Staff would create a list of properties that identify as challenging or excessive in operational cost, and bring these properties back to the Board with a plan to declare then surplus in accordance with DSB policy [B.3.14 Sale of Surplus Buildings and Lands](#).

In looking at potential properties for sale, the Staff will take into consideration the current waitlist which demonstrates the demand in each community as well as the 10 Year Housing and Homelessness Plan.

## Advantages:

- Eliminating properties from the portfolio that require extensive capital needs in the future will save municipal taxpayers.
- If individual homes were selected, they could be offered to current tenants through the Home Ownership program under the Investment in Affordable Housing Program.
- The sale of properties would generate capital funds for reinvestment.
- The DSB owns 3 empty lots that could be considered for development and/or sale. (2 in Espanola and 1 in Gore Bay).
  - The DSB could partner with the Ontario Aboriginal Housing Services to develop the three empty properties.
  - The DSB could also issue a “Request for Expression of Interest” to determine if there are any Private Public Partnership interested in developing any of the three empty properties.

## Challenges:

- DSB needs to advise the Ministry of Municipal Affairs & Housing of the sale and how we plan to replace the units to meet Service Level Standards and once sold remove specific buildings from the Social Housing Reform Act.
  - The Direct Shelter Subsidy Program has 194 recipients, so this would offset any reduction in Service Level Standards
- Public response to the reduction in housing units, particularly in smaller communities.
- Relocation of existing tenants from a property would require additional time and resources prior to divestment.

- Ensuring the DSB follows the Residential Tenancy Act and treats all tenants affected by any sale in a fair and appropriate manner.
- If there are still tenants in the property at the time of sale, the DSB would need to consider options with the purchaser to maintain their tenancy wherever possible.
  - This could include Direct Shelter Subsidies to the tenant.
  - A rent supplement agreement with the new landlord.
  - A reduced sale price for making a commitment to keep a portion of the units at affordable rents.

### **Recommendation**

Staff are requesting that the Program Planning Committee and the Board direct staff to create a list of properties that identify as challenging or excessive in operational cost, and bring these properties back to the Board with a plan to declare them surplus in accordance with DSB policy.

Staff be directed to develop a plan for the smooth transition of any affected tenants.

Staff be directed to propose options for the reinvestment of any funds received from the sale of properties.

# Program Statistics







**Licensed Child Care Providers November 2018 Statistics**

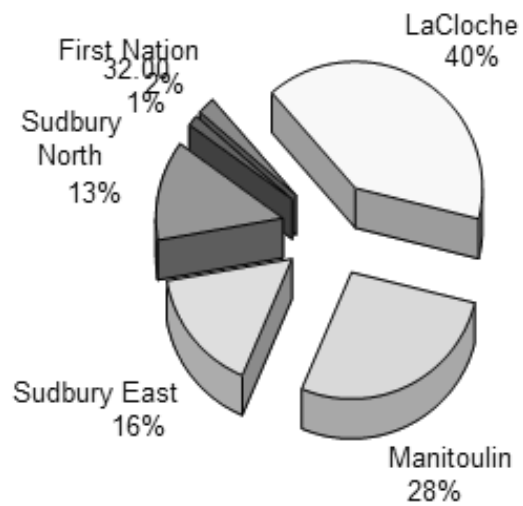
<b>Program</b>	<b>School Name</b>	<b># of FDE* to break even based on submitted Viability Plan</b>	<b>Number of Children Enrolled</b>
All Star Children's Centre <b>Espanola</b>	École St. Joseph	24.76 FDE	58 enrolled 16 subsidized and 42 full fee
Chapleau Child Care Centre <b>Chapleau</b>	English Program	20 FDE	38 enrolled 17 subsidized and 21 full fee
Chapleau Child Care Centre <b>Chapleau</b>	French Program	17.75 FDE	52 enrolled 11 subsidized and 41 full fee
Gore Bay Child Care Centre <b>Gore Bay</b>	C.C. McLean Public School	26.4 FDE	54 enrolled 30 subsidized and 24 full fee
Gore Bay Child Care Centre <b>Manitowaning</b>	Assiginack Public School	3.6 FDE	12 enrolled 6 subsidized and 6 full fee
Manitoulin Family Resources <b>Little Current Child Care – B/A</b>	Little Current Public School	13.31 FDE	38 enrolled 12 subsidized and 26 full fee
Manitoulin Family Resources <b>Little Current Child Care – Family Grouping</b>		17.87 FDE	27 enrolled 14 subsidized and 13 full fee
Manitoulin Family Resources <b>Mindemoya Child Care – Family Grouping</b>		11.39 FDE	19 enrolled 7 subsidized and 12 full fee
Manitoulin Family Resources <b>Mindemoya Child Care – B/A</b>		7.27 FDE	26 enrolled 5 subsidized and 21 full fee
Manitoulin Family Resources Manitoulin/LaCloche Licensed <b>Home Child Care</b>	Private Home Daycare	10.56 FDE	17 enrolled 5 subsidized and 12 full fee
Our Children Our Future <b>Espanola</b>		45.91 FDE	128 enrolled 42 subsidized and 86 full fee
The One Tot Stop <b>Massey</b>	S. Geiger Public School	11.05 FDE	23 enrolled 7 subsidized and 16 full fee
The One Tot Stop <b>Massey</b>	St. Mary's School	7.4 FDE	15 enrolled 4 subsidized and 11 full fee
The One Tot Stop <b>Espanola</b>	A.B. Ellis Public School	44.1 FDE	75 enrolled 34 subsidized and 41 full fee
YMCA Daycare <b>Markstay</b>	Markstay Public School	21.41 FDE	24 enrolled 10 subsidized and 14 full fee
Carrefour francophone <b>Noëlville</b>	École St-Antoine	17.8 FDE	29 enrolled 8 subsidized and 21 full fee
Carrefour francophone <b>Warren</b>	École St-Thomas	7.0 FDE	13 enrolled 2 subsidized and 11 full fee
Carrefour francophone <b>St Charles</b>	École St-Charles Borromee	17.9 FDE	35 enrolled 4 subsidized and 31 full fee
Sudbury East <b>Private Home Daycare</b> West Nipissing Child Care Corporation		5 FDE	8 enrolled 2 subsidized and 6 full fee

\*FDE = Full Day Equivalent.

Child Care/Income Testing Stats for the Manitoulin-Sudbury DSSAB as of November 01, 2018

(OCCMS Database - Snapshot)

	Ongoing	New	Terminated	Total
<b>32.00</b>	<b>3</b>			<b>3</b>
<b>Assiginack</b>	<b>5</b>	<b>1</b>		<b>6</b>
<b>Baldwin</b>	<b>1</b>	<b>1</b>		<b>2</b>
<b>Burpee/Mills</b>	<b>1</b>			<b>1</b>
<b>Central Manitoulin</b>	<b>10</b>		<b>1</b>	<b>11</b>
<b>Chapleau</b>	<b>27</b>	<b>1</b>		<b>28</b>
<b>Espanola</b>	<b>58</b>	<b>9</b>	<b>4</b>	<b>71</b>
<b>First Nations</b>	<b>5</b>			<b>5</b>
<b>French River</b>	<b>9</b>	<b>1</b>	<b>1</b>	<b>11</b>
<b>Gordon/Barrie Island</b>	<b>5</b>			<b>5</b>
<b>Gore Bay</b>	<b>13</b>			<b>13</b>
<b>Manitoulin TWOMO</b>	<b>1</b>	<b>1</b>		<b>2</b>
<b>Markstay-Warren</b>	<b>16</b>	<b>1</b>	<b>1</b>	<b>18</b>
<b>Nairn-Hyman</b>	<b>1</b>			<b>1</b>
<b>NEMI</b>	<b>20</b>	<b>3</b>		<b>23</b>
<b>Sables-Spanish River</b>	<b>13</b>	<b>1</b>	<b>1</b>	<b>15</b>
<b>St. Charles</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>5</b>
<b>Sudbury TWOMO</b>	<b>1</b>			<b>1</b>
<b>Total</b>	<b>192</b>	<b>20</b>	<b>9</b>	<b>221</b>



**Percentage of  
Ongoing Child Care  
Cases by Geographic  
Area**

	New	Ongoing	Terminate	Total
<b>32.00</b>		3		3
<b>First Nation</b>		5		5
<b>LaCloche</b>	11	73	5	89
<b>Manitoulin</b>	5	55	1	61
<b>Sudbury East</b>	3	29	3	35
<b>Sudbury North</b>	1	27		28
<b>Total</b>	20	192	9	221





# Statistics Report for November 2018

## Ontario Works

November 2018

Ontario Works Program	Total
Number of cases with employment earnings	90
Number of exits off Ontario works due to Employment	10

## Employment Subsidy Program

In an attempt to increase our client's average earnings and clients exiting to employment, the employment staff will continue to promote our employment program to prospective employers. The Enhanced Job Placement Program (EJP) is subsidized program that assists our disadvantaged participants in obtaining and maintaining employment. We would like to continue to remind the Municipalities within the Manitoulin-Sudbury DSB area that they may want to consider utilizing this program when they consider hiring additional staff.

## Employment Ontario

The Manitoulin-Sudbury DSB began offering Employment Ontario Services effective August 1st, 2010. The new employment service model will provide clients with a single, enhanced point of access to services that are customer-focused, flexible and responsible to local community needs. Employment Ontario offers help to those who are unemployed get training, skills and experience to achieve their goals. The program connects people looking for work with employers looking for workers.

Employment Ontario Caseload	November 2018	YTD –from April 1, 2018	Provincial Target
Number of new participants	6	112	
Number of people using the Resource Centre	180	1682	
Employed/Career Path	47%	69%	69%
Training/Education	29%	289%	10%
Customer Satisfaction	96%	107%	90%

## Training Available to Participants

We provide certified in-house training to Ontario Works and Ontario Disability Support Program participants to enhance their skills and abilities.

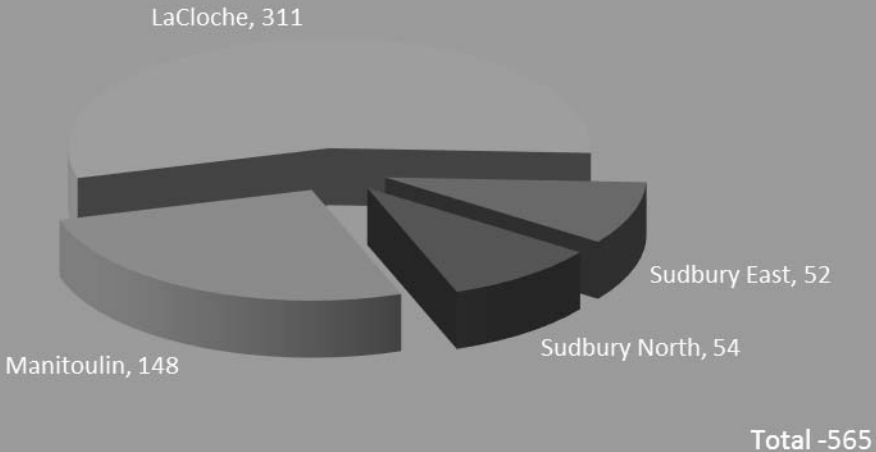
We currently offer the following:

- **First Aid / CPR/D**
- **WHMIS**
- **Chainsaw Certification**
- **Smart Serve**
- **True Colours**
- **Boater Safety**
- **Service Excellence**
- **Safe Food Handling**
- **Traffic Protection Training**

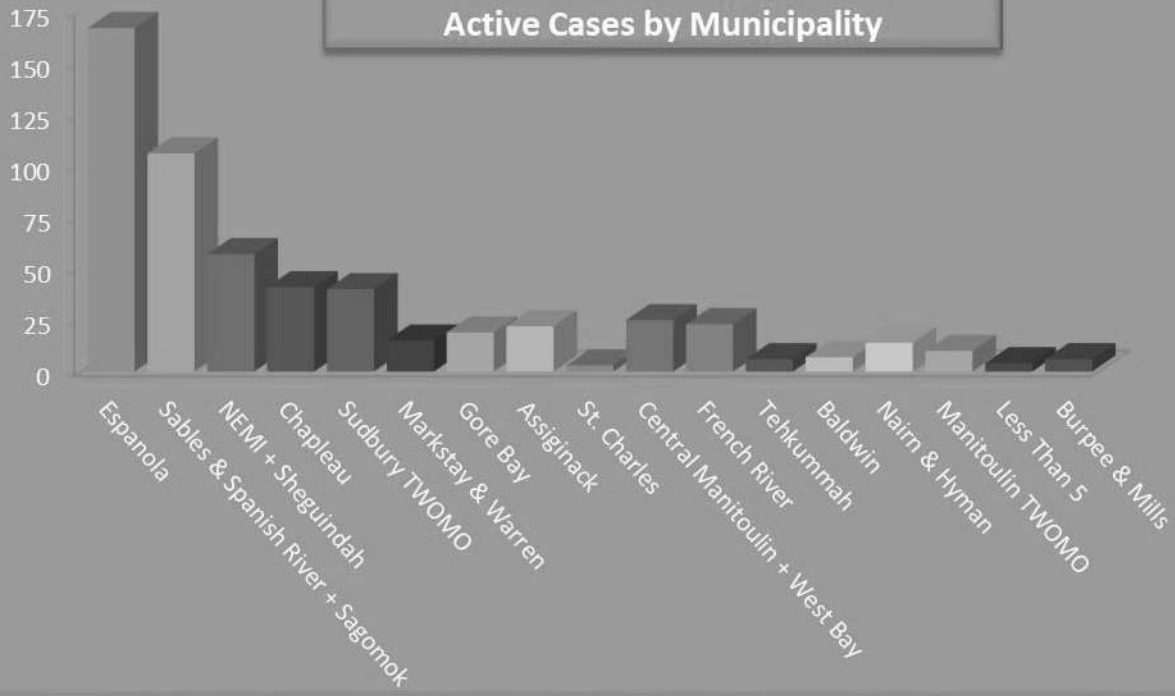
These sessions are normally scheduled on a monthly basis and there should be a **session near your municipality each month**. This training has been made available, free of charge, to member municipalities who have in turn provided the DSB with a free meeting place for the sessions.

Note of caution: This information below is based on our provincial database system data. As the Social Assistance Management System (SAMS) is not functioning to its fullest capabilities and the integrity of the data obtained is questionable.

**Ontario Works Caseload Statistics for November 2018**  
**Active Cases by Region**

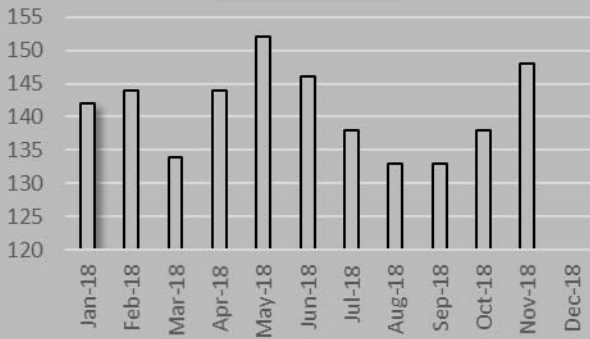


OW Caseload Statistics for November 2018  
Active Cases by Municipality

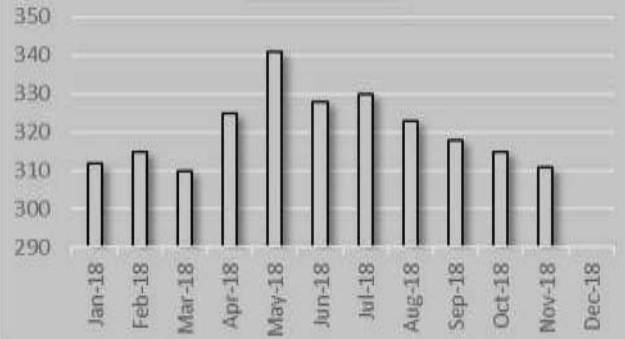




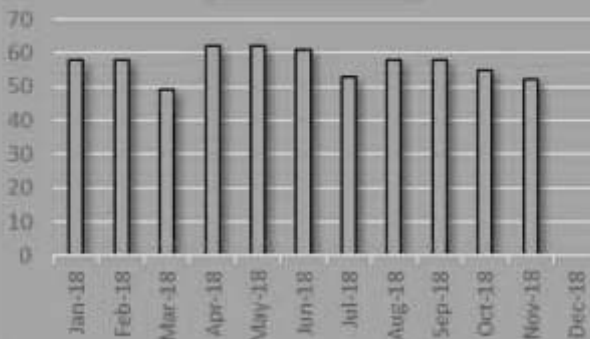
Manitoulin



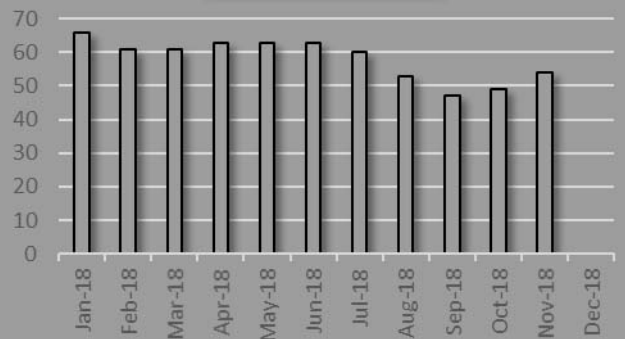
LaCloche



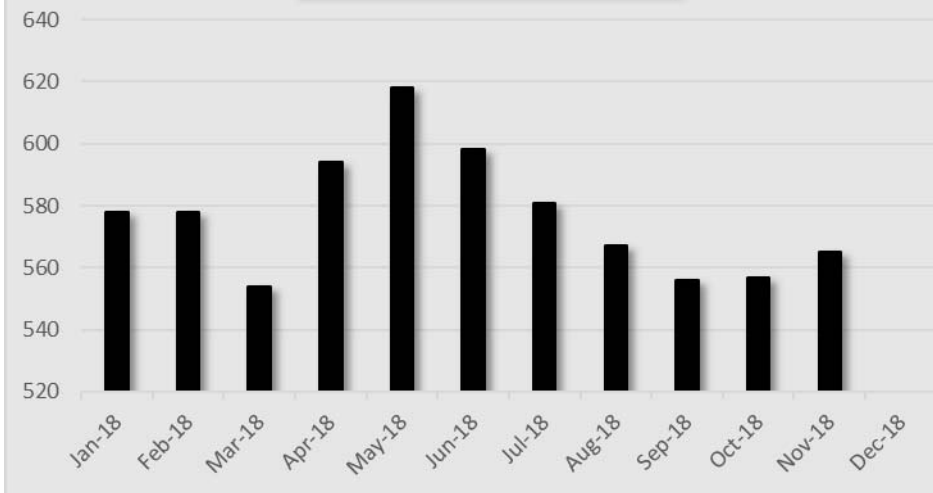
Sudbury East



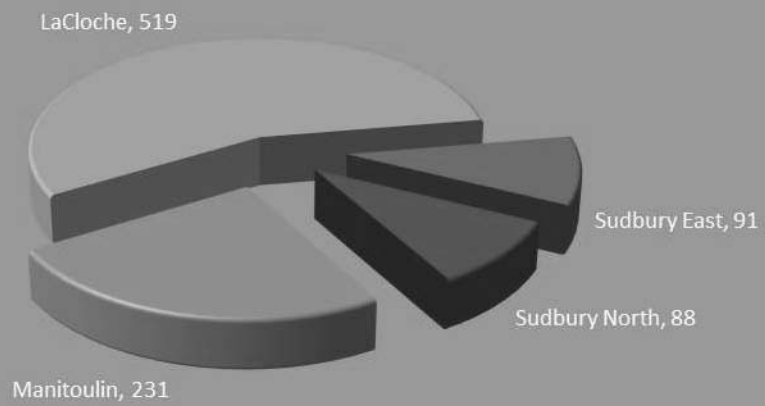
Sudbury North



Ontario Works Caseload

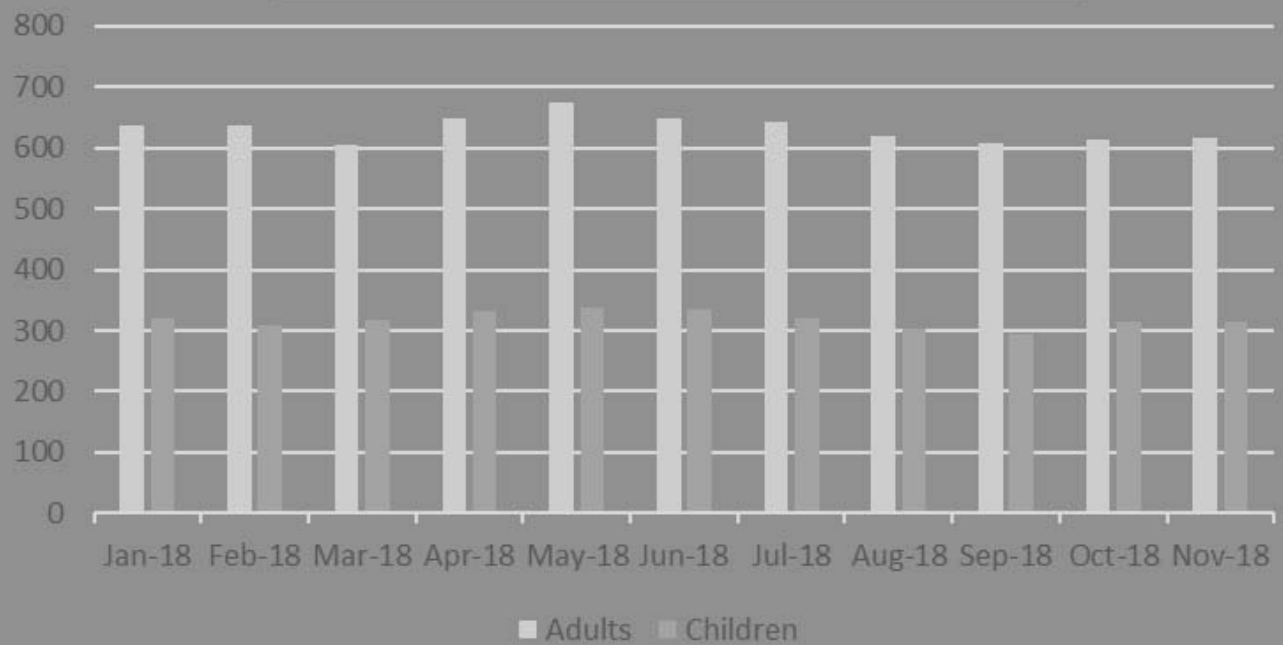


**Number of Adults and Children on Ontario Works  
November 2018  
Active Case by Region**



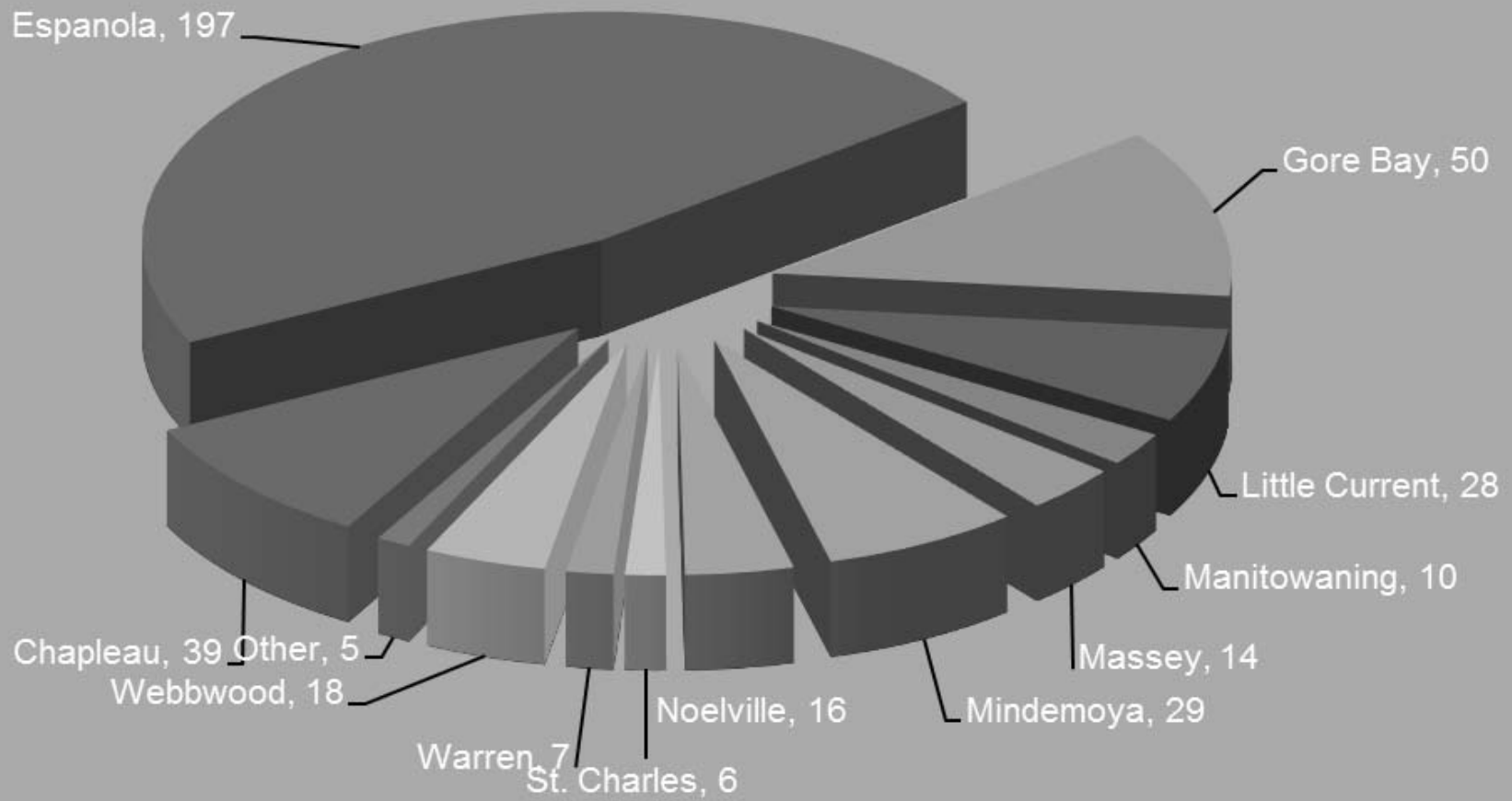
**Total # of Adults and Children 929**

## Total Number of Adults and Children on Ontario Works



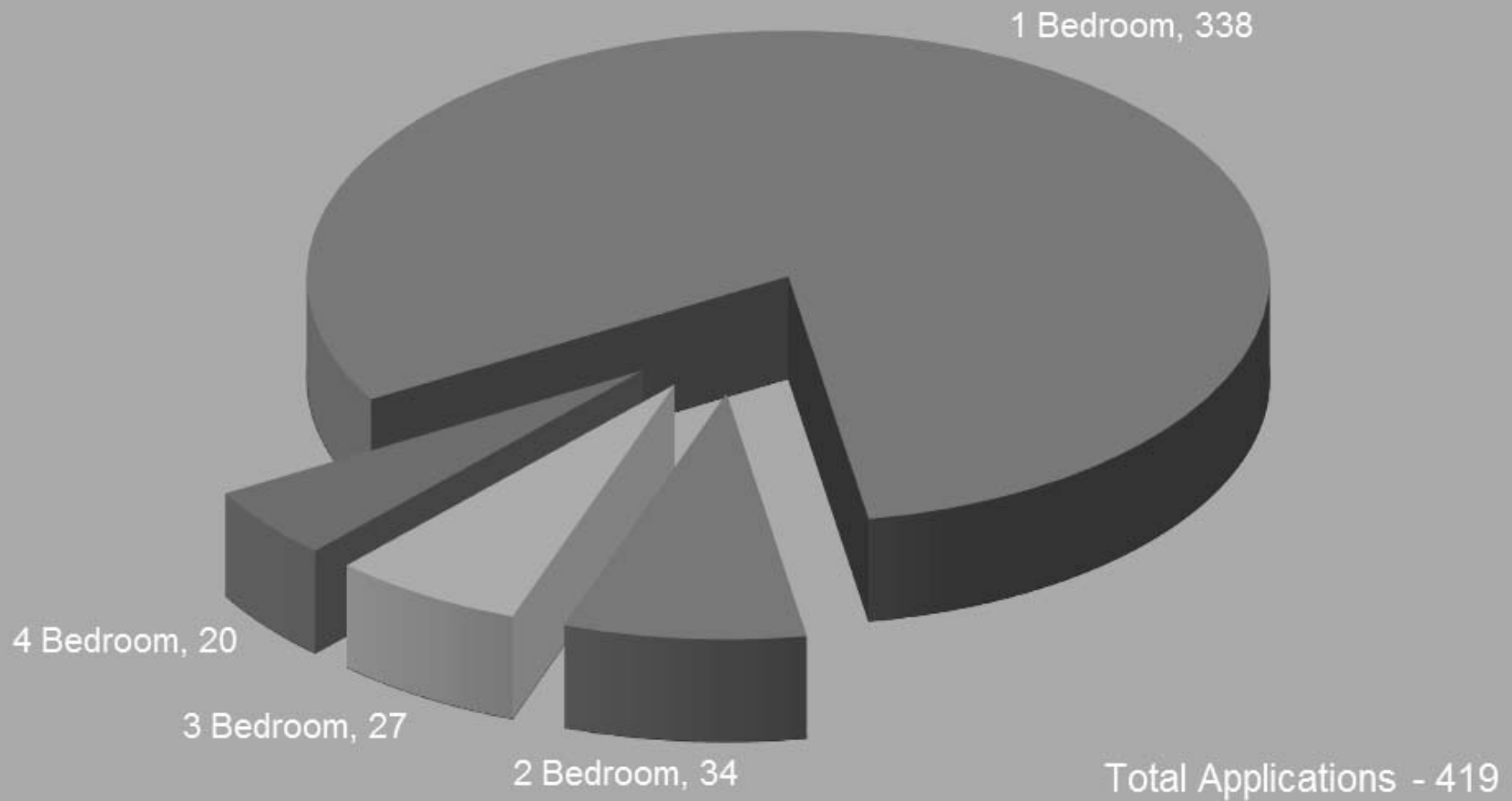


# All Applications by Area to November 30, 2018



Total Applications - 419

**Housing Applications by Unit Type for both Non-Profits and  
Manitoulin-Sudbury DSB to November 30, 2018**

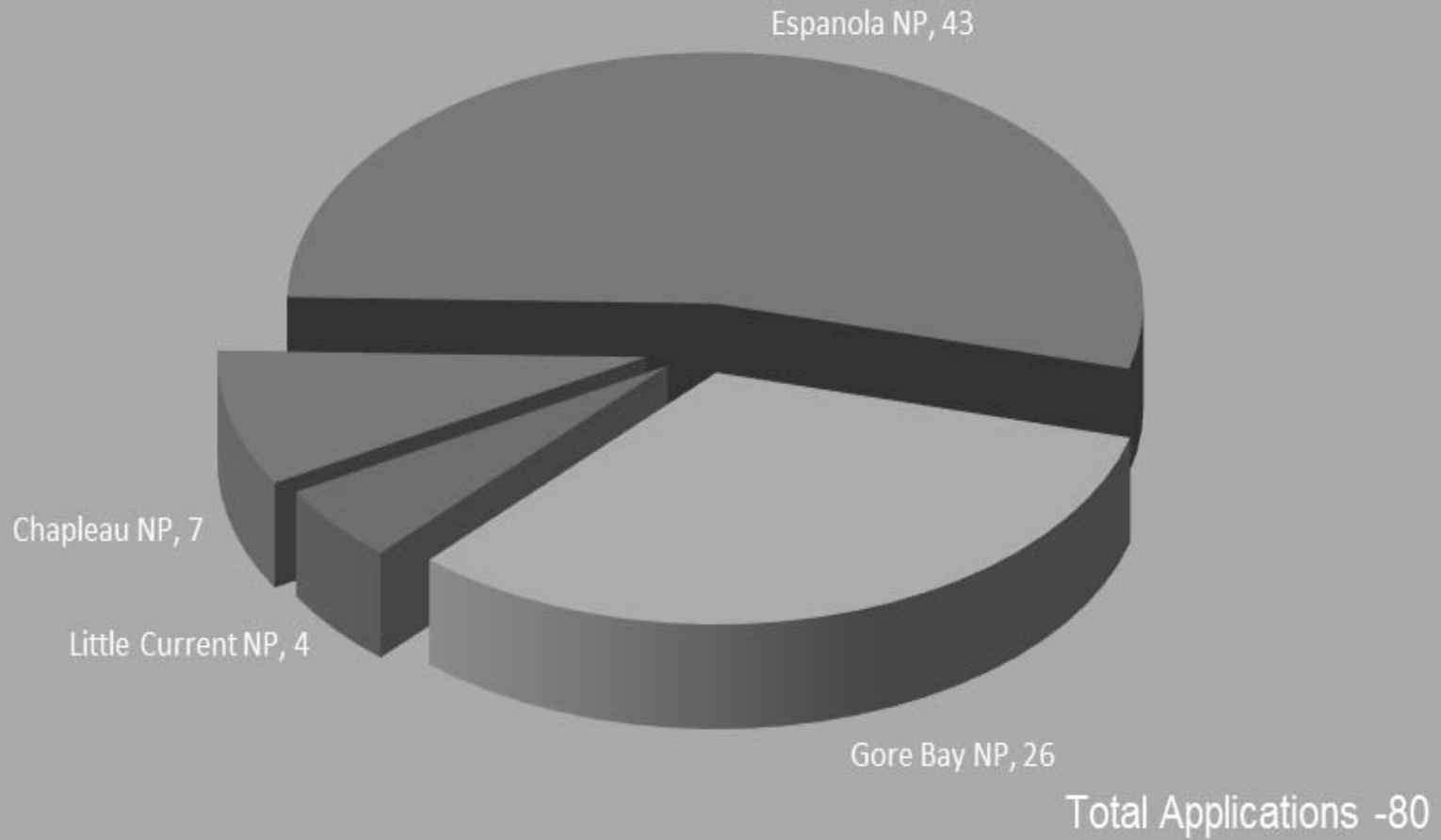


## Manitoulin-Sudbury DSB Applications by Unit Type to November 30, 2018



Total Applications - 339

## Non-Profits Applications by Area to November 30, 2018







## Call Volume

	2018 January to November						Grand Total
	1 - Non-Urgent	2 - Non-Urgent Scheduled	3 - Prompt/Urgent	4 - Emergent	8 - Standby	Total	
Chapleau	24	17	81	128	6	256	256
Foleyet	4	3	18	30	1	56	56
Gogama	8	3	47	196	4	258	258
Hagar	96	0	133	496	477	1202	1202
Noelville	89	4	124	458	453	1128	1128
Killarney	12	1	22	68	6	109	109
Espanola	171	28	383	606	441	1629	1629
Massey	47	6	214	571	760	1598	1598
Little Current	215	41	331	557	592	1736	1736
MIndemoya	179	33	270	450	484	1416	1416
Gore Bay	15	4	83	251	488	841	841
Wikwemikong	116	18	373	816	901	2224	2224
<b>Grand Total</b>	<b>976</b>	<b>158</b>	<b>2079</b>	<b>4627</b>	<b>4613</b>	<b>12453</b>	<b>12453</b>

## Station Totals

	2017	2018	% Change
Chapleau	290	256	-12%
Foleyet	114	56	-51%
Gogama	244	258	6%
Hagar	445	1202	170%
Noelville	524	1128	115%
Killarney	101	109	8%
Espanola	1082	1629	51%
Massey	783	1598	104%
Little Current	1126	1736	54%
MIndemoya	1422	1416	0%
Gore Bay	415	841	103%
Wikwemikong	1756	2224	27%

## Station Totals - Code 8

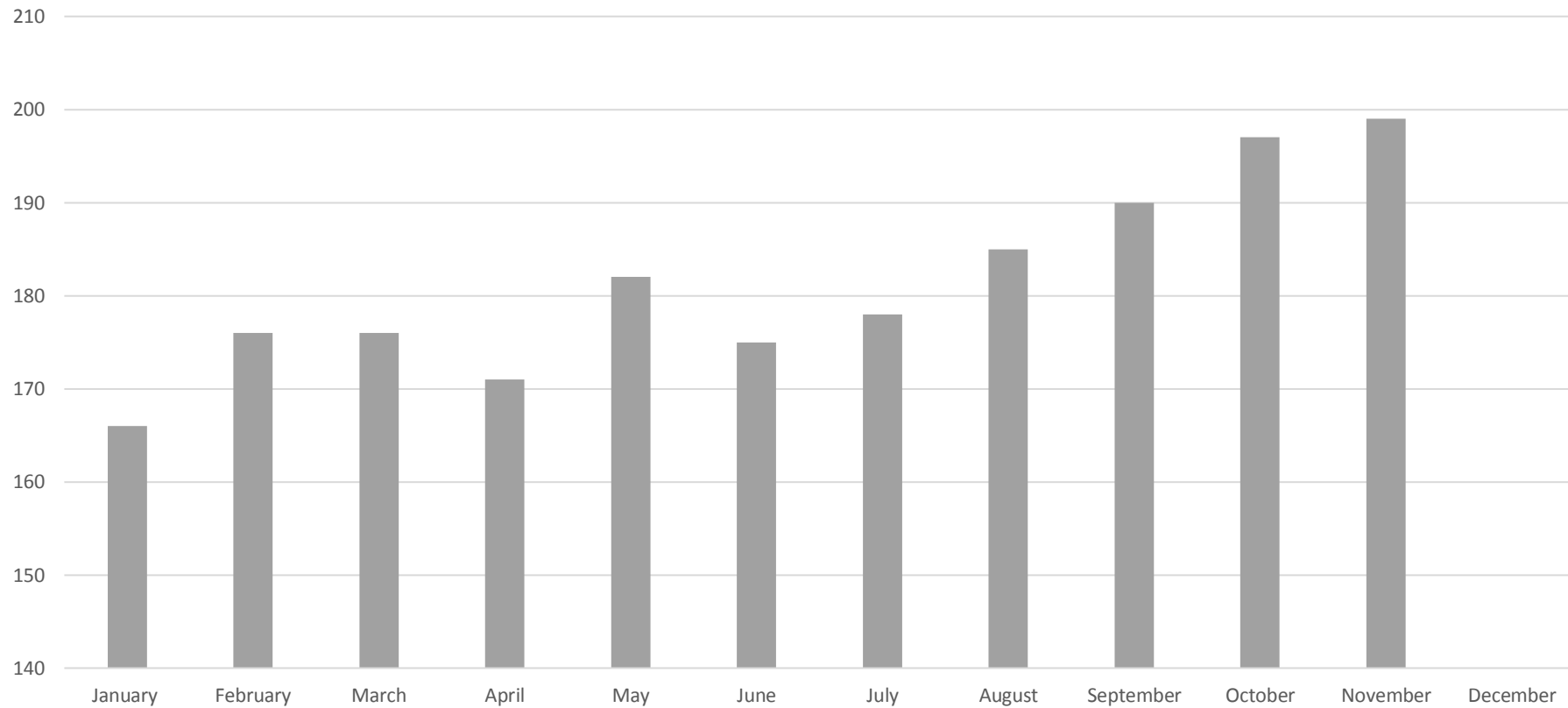
	2017	2018	% Change
Chapleau	0	6	0%
Foleyet	1	1	0%
Gogama	2	4	100%
Hagar	16	477	2881%
Noelville	6	453	7450%
Killarney	0	6	0%
Espanola	20	441	2105%
Massey	102	760	645%
Little Current	64	592	825%
MIndemoya	326	484	48%
Gore Bay	29	488	1583%
Wikwemikong	352	901	156%

The above statistics were compiled using the Manitoulin-Sudbury DSB Paramedic Service ADRS Data.

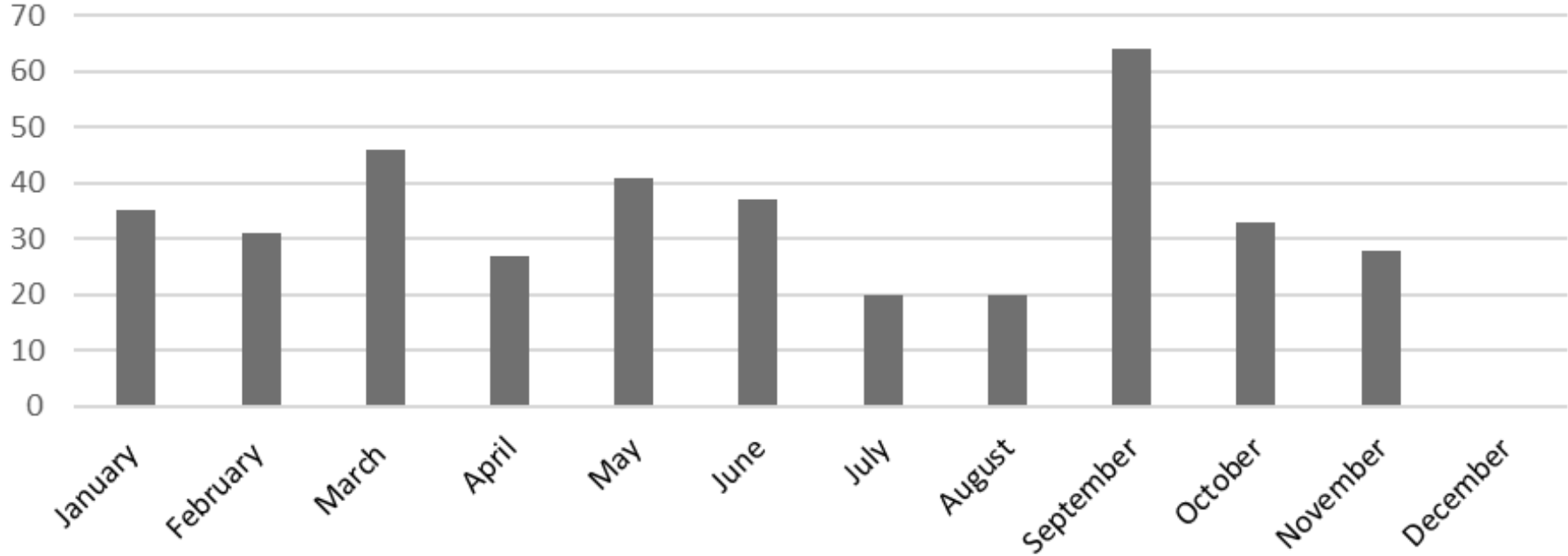
\* Please note the change in removing Code 8 calls from the statistics in the "Station Totals - Code 8" table. Manitoulin-Sudbury DSB Paramedic Service experienced a change in deployment which substantially reduced the number of Priority 8 Standbys being performed. As such, the original call volumes including Priority 8 Standbys depict an inflated decrease in call volume.



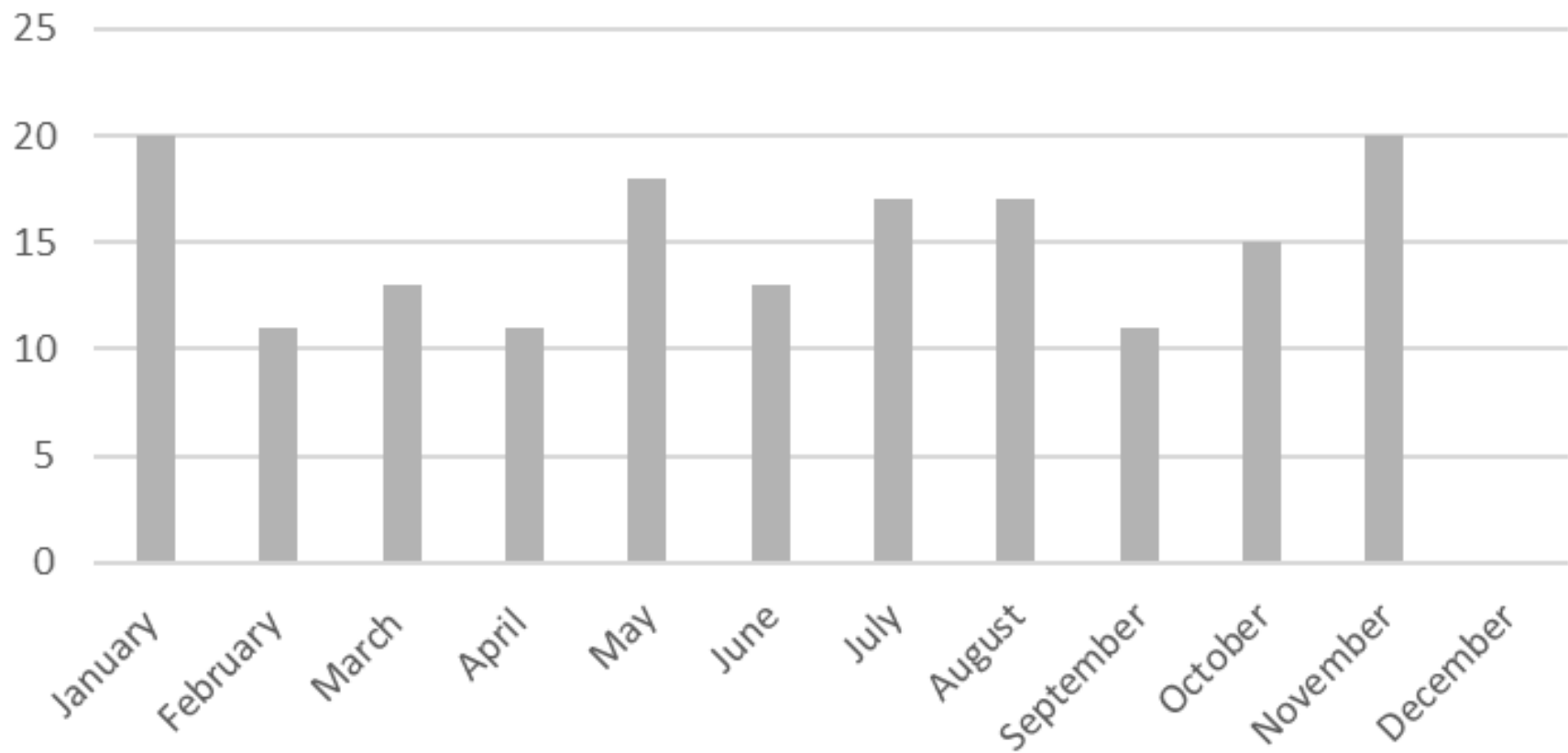
## Number of clients receiving Direct Shelter Subsidy 2018



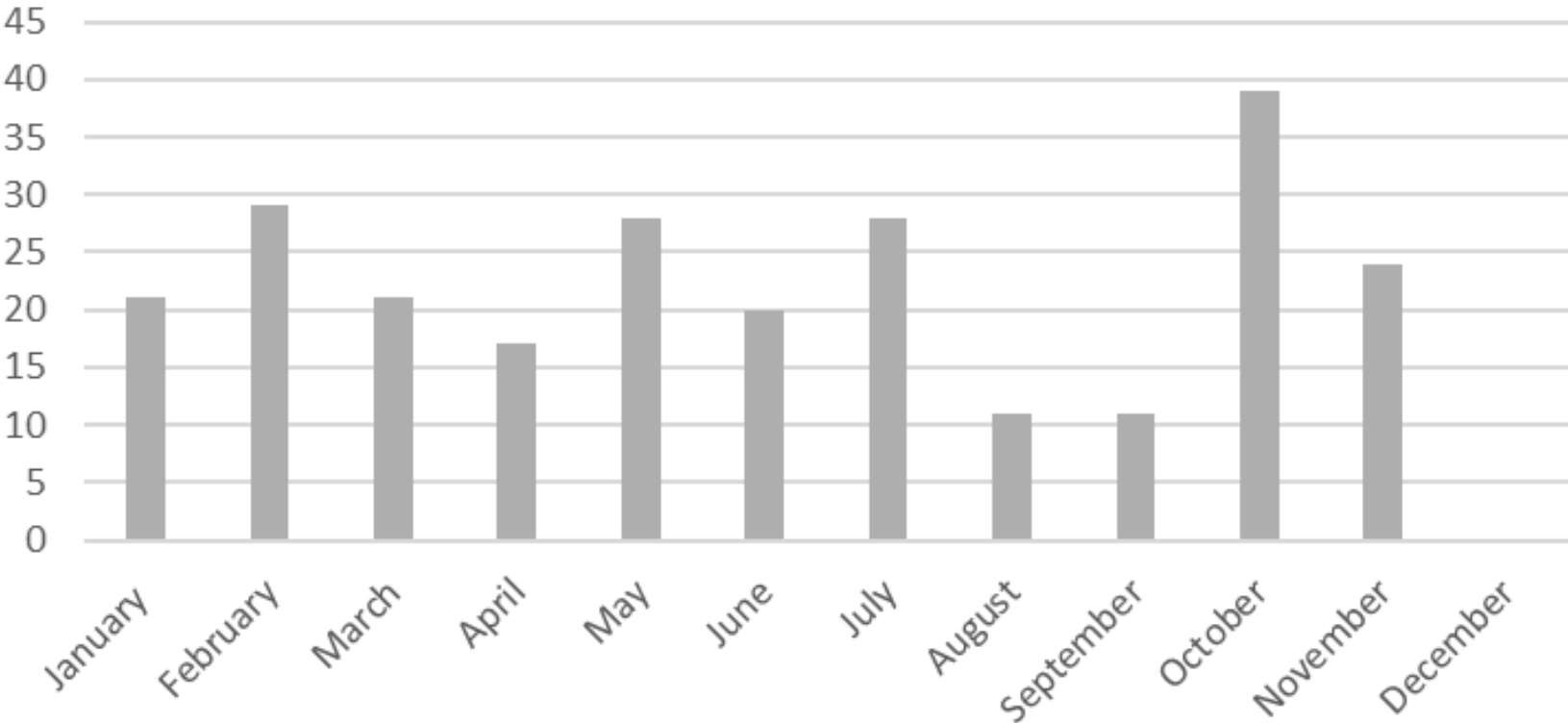
# Number of children who accessed the Our Kids Count Program 2018



## Number of clients who accessed the Healthy Communities Fund 2018



# Number of clients who received Discretionary Benefits 2018



# Manitoulin-Sudbury DSB Website





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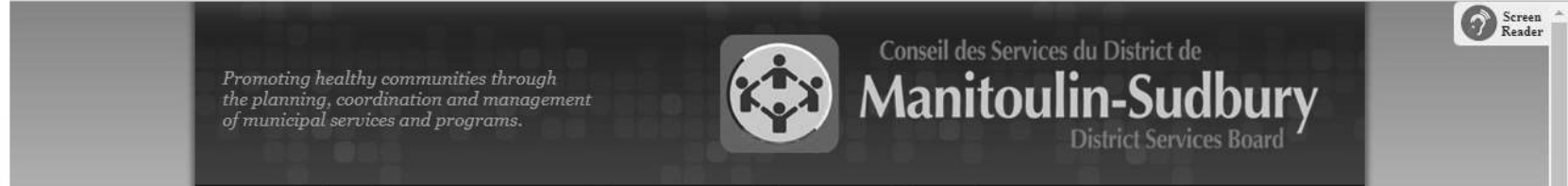
## 2018 Agenda & Minutes

Manitoulin-Sudbury District Services Board

Date	Draft Agenda	2018 Minutes
Jan. 25, 2018	Agenda	Minutes
Feb. 22, 2018	Agenda	Minutes
Mar. 22, 2018	Agenda	Minutes
Apr. 26, 2018	Cancelled	
May 24, 2018	Agenda	Minutes
June 28, 2018	Agenda	Minutes
Sept. 27, 2018	Agenda	Minutes
Oct. 25, 2018	Agenda	

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## 2018 Correspondence

Date Rec'd/Posted	Area	Document
Oct. 31, 2018	CS	Ministry of Education Early Years & Child Care Division 2018 Annual Report and Licensed Child Care Data Rapport annuel et données sur les services de garde agréés 2018 Licensed Child Care Data Profiles
Oct. 31, 2018	GEN	Workers Safety & Insurance Board 2019 Premium Rates Backgrounder
Oct. 17, 2018	SH	Ministry of Municipal Affairs and Housing Notice of disclosure of administrative data on social and affordable housing structures to Statistics Canada and the Canada Mortgage and Housing Corporation.
Oct. 1, 2018	OW	Social Assistance Reform AMO Response on Social Assistance Reform OMSSA Shares Input on Social Assistance Reform NOSDA Report on Social Services Reform
Sept. 26, 2018	GEN	North East LHIN - Non-Urgent Patient Transfer Cochrane DSSAB Letter to NELHIN LHIN Response MSDSB Response to LHIN
Sept. 19, 2018	GEN	French River Assistance in Emergency Planning for Parry Sound 33 Forest Fire
Sept. 13, 2018	SH	Canada Mortgage and Housing Corporation



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## News Media 2018

Date	Article	Source
Oct. 17, 2018	Paramedics ride 525K to commemorate lives lost	The Manitoulin Expositor
Oct. 10, 2018	Gore Bay's Woods Lane Apartments need upgrading, may be sold by DSB	The Manitoulin Expositor
Aug. 10, 2018	MPP concerned with provincial plans to reform social assistance	The Manitoulin West Recorder
July 4, 2018	New ambulance deployments improve response times	The Manitoulin Expositor
July 4, 2018	Canada Mortgage briefs Services Board on \$15.9B national housing strategy	The Manitoulin Expositor
May 30, 2018	New housing model for subsidized rentals may cause fiscal woes to main client group	The Manitoulin Expositor
Apr. 18, 2018	Sudbury aims to share service shop with out-of-town ambulances	CBC
Mar. 29, 2018	DSB homelessness enumeration to include two Island communities	The Recorder
Mar. 28, 2018	Un nouveau service médical au Club Alidor	Le Voyageur
Feb. 22, 2018	Press Release: Use of Automatic External Defibrillator saves life in Killarney	Manitoulin-Sudbury DSB
Jan. 24, 2018	Province planning complete overhaul of income security	The Manitoulin Expositor

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## General Reports

1. Presentation Chapleau Council - Non-Urgent Patient Transportation Feb 2018
2. Multi-Year Accessibility Report - January 25, 2018
3. DSSAB Review Observation Report - January 25, 2018
4. 347 Second Avenue Construction Completion - Issue Report - January 25, 2018
5. 347\_Tenders\_Issue\_Report.pdf - September 28, 2017
6. CAO Presentation to St.Charles
7. United\_Way\_211\_Presentation.pdf- Jan. 26, 2017
8. Ontario 211 Services Annual Report 2015-16
9. CAO Presentation to Espanola Council - March 22, 2016
10. DSB Committees - Issue Report - Feb. 25, 2016
11. DSB Presentation to SEMA - Jan. 29, 2015
12. Board Computer Policy Issue Report - Oct. 22, 2014
13. Vendor of Record (VOR) - Issue Report - Oct. 22, 2014
- 14.

### ARCHIVE

15. DSB Presentation to Municipality of St. Charles - Aug. 13, 2014
16. DSB Presentation to Township of Chapleau - May 26, 2014
17. NOSDA Service System Management Position Paper - Sept. 2013
18. NOSDA AGM - 2013 Resolution by Program Area - April 2013
19. 2011 Surplus - Issue Report Sept. 2012
20. DSB Office Hours - Updated Issue Report - Sept. 2012
21. Impact of Provincial Budget - Issue Report - April 2012
22. DSB Office Hours - Issue Report - Sept. 2011
23. Strategic Plan Recommendations Summary Report - Updated October 2010
24. Strategic Plan Recommendations Summary Report - Updated March 2010
25. Strategic Plan - Jan 2009 to Dec. 2011



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1. PSW & ECE Recruitment & Retention Initiative - Issue Report - Sept. 27, 2018
2. Child Care Quality Assurance - Issue Report - June 27, 2018
3. Child Care Quality Assurance - Issue Report - March 22, 2018
4. Child Care Quality Assurance Report - March 22, 2018
5. Ontario Early Years Child and Family Centre Plan - Issue Report - October 26, 2017
6. Ontario Early Years Child and Family Centre Plan - October 26, 2017
7. Journey Together - Issue Report - October 26, 2017
8. KTEI Manitoulin-Sudbury DSB Journey Together Proposal - October 26, 2017
9. KTEI Manitoulin-Sudbury DSB Journey Together Workbook - October 26, 2017
10. MEDU French Language Services Plan - September 28, 2017
11. Child Care and Service Management Funding Guidelines - April 2017
12. Ligne directrice sur la gestion et le financement des services de garde d'enfants et des programmes pour l'enfance et la famille de l'Ontario - April 2017
13. MEDU French Language Services Plan - Oct. 27, 2016
14. Child Care Quality Assurance Report - June 1, 2016
15. Child Care Service Management and Funding Guidelines - January 2015
16. Ligne directrice sur la gestion et le financement des services de garde d'enfants et des programmes de soutien à la famille de l'Ontario - January 2016
17. Child Care Funding - Issue Report - April 23, 2015
18. Child Care Wage Enhancement Implementation - Issue Report - Feb. 26, 2014
19. 2015 Ontario Child Care Service Management and

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16. Response Time Standard - Issue Report - April 26, 2017
17. Post-Traumatic Stress Disorder - Prevention Plan - April 26, 2017
18. Ambulance Service Review - Final Report - January



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  2. MCSS French Language Services Plan - Oct. 27, 2016
  3. Employment Ontario Service Delivery - Issue Report - Sept. 21, 2016
  4. Basic Income Guarantee - Issue Report - Sept. 21, 2016
  5. Addendum to the 2015 - 2016 Ontario Works Service Plan - June 23, 2016
  6. Youth Job Connection Service Delivery - Issue Report - May 26, 2016
  7. Transitional Community Support Worker - Issue Report - Feb. 25, 2016
  8. Jobs For Youth Issue Report Revision.pdf - Sept 23, 2015
  9. Ontario Works 2 Year Service Business Plan - Sept. 24, 2015
  10. Social Assistance Management System (SAMS) - Issue Report - Feb. 26, 2015
  11. Employment Related Benefits (ERB) - Issue Report - Feb. 26, 2015
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13. Jobs for Youth Program - Interim Report - Sept 25, 2014
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  16. Ontario Works Service Plan 2013-14 - May 23, 2013
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  24. Net Reduction in Annualized Provincial Funding - Issue Report - Nov. 2012
  25. Commission for the Review of Social Assistance in Ontario - Issue Report - Nov. 2012
  26. Social Services Solutions Modernization Project - Site Readiness Issue Report Nov. 2012
  27. Alpha en Partage de Sudbury Est Issue Report - October 2012
  28. Discretionary Benefits Policies Issue Report - June 2012
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1. Social Housing Portfolio Renewal Revised - Issue Report - Oct. 25, 2018
2. Social Housing Portfolio Renewal - Issue Report - Sept. 27, 2018 (Correction Oct 11, 2018)
3. Social Housing Alternative Energy - Issue Report - Sept. 27, 2018
4. Commercial Bioenergy Inc. - A Conceptual Overview - Sept. 27, 2018
5. Homelessness in Manitoulin-Sudbury 2018 Enumeration Report - Sept. 27, 2018
6. Enumeration Presentation - Sept. 27, 2018
7. Housing Benefit Update - Issue Report - June 28, 2018
8. Accessibility for Seniors - Issue Report - June 28, 2018
9. Housing Benefit - Issue Report - May 24, 2018
10. GreenON - Issue Report - May 24, 2018
11. 10-Year Housing and Homelessness Plan - 2018 Progress Report - May 24, 2018
12. Transitional Community Support Worker Program: A New Approach to Supportive Housing Presentation
13. Homeless Enumeration - Issue Report - March 22, 2018
14. GreenON Social Housing Business Case - Issue Report - March 22, 2018
15. Social Infrastructure Fund - Issue Report - March 22, 2018
16. Innovation, Evidence, and Capacity Building Fund Grant - Issue Report - January 25, 2018
17. Social Housing Federal Funding - Issue Report - November 23, 2017
18. Canada's National Housing Strategy - November 22, 2017
19. Revised Social Housing Portfolio Review - Issue Report - October 26, 2017
20. Home for Good - Issue Report - October 26, 2017
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22. Revised Social Housing Portfolio Review - Issue Report - September 28, 2017
23. Housing Services Corporation - Issue Report - September 28, 2017
24. 10-Year Housing and Homelessness Plan - Update Report - June 22, 2017
25. Funding Partnership Pilot - Mental Health Supports in Social Housing - June 2017
26. Final Evaluation Report: Manitoulin-Sudbury DSB & Canadian Mental Health Association - Sudbury/Manitoulin - May 2017
27. Portable Housing Benefit - Issue Report - May 25, 2017
28. Homelessness Enumeration - Issue Report - May 25, 2017
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### 2015

2015 4th Quarter per Audited Statements

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