



2017 Fourth Quarter Activity Report December 31, 2017

The following is the most recent consolidated Quarterly Report that the DSB will be sending to member municipalities and posting on the public website. Expect Quarterly Reports in February, May, September, and November of each year.

The program statistics are provided separately and updated monthly. They are available on the website by clicking the following link: [Monthly Program Statistics](#)

CAO Overview

The DSB 2017 Fourth Quarter (Unaudited) Financial Report was presented to the Board and projects a year-end municipal share **surplus of \$173,641**. This surplus includes Ontario Works under budget by \$10,167. Children's Services is on budget. Social Housing is under budget by \$361,404. Paramedic Services is over budget by \$194,387. Interest revenue on non-reserve accounts is \$3,543 under budget.

The DSB quarterly financial reports are available on the DSB website by clicking the following link: [Quarterly Financial Reports](#)

Paramedic Services

Organizational Redesign

The concept for an organizational redesign of the Paramedic Service Management team was brought forward to the Board and approval for implementation of the [Paramedic Services Reorganization – Issue Report](#) was received at the September Board meeting.

Paramedic Services has now completed many of the steps towards realization of our strategic redesign, something approved by the Manitoulin-Sudbury DSB Board throughout 2017. On October 31st, Deputy Chief Tim Beadman was onboarded to the organization, and on November 20th, Deputy Chief Paul Myre began his career with the DSB.

In late October of 2017, Superintendent Mario Danis retired from his role. A very successful internal recruitment process, focusing on our succession concepts, resulted in the hiring of Relief Superintendent Travis Dewar to replace Mario. Travis has more than 13 years of experience in the field of Paramedicine, as an ACP and a leader. He is a lifelong Manitoulin Island resident and advocate for the profession.

Paramedic Services finalized the date for conversion to 24/7 on-site Superintendent presence for February 11, 2018. This action was part of the strategic change approved in June 2017 by the DSB Board and links efforts to ensure the supervision of our service matches the 24/7 requirements.

2018 Budget Process

As has become normal practice, the 2018 budget process began in June 2017 with preliminary discussions with the Finance department. Using a zero-based budgeting approach an analysis of most recent expenditures and predictions was done in an attempt to present the most accurate budget for the coming year. Moving into August the budget was fine-tuned considering the preliminary approved staffing enhancements. A final Paramedic Services budget package was submitted to the CAO in late September for review by the DSB Finance Committee in early October.

At the October Board meeting, the 2018 budget was approved. Within the Paramedic Services portion of the budget, funding of the previously mentioned strategic deployment changes was authorized. This deployment change would see elimination of one ambulance from Mindemoya, deployed weekdays from 8:00AM to 4:00PM and elimination of one PRU in the LaCloche area. The deployment hours would be reassigned to allow for 24/7 coverage in Massey and Noëlville, while increasing on-site deployment from 10 hours daily to 12 hours in Killarney, Gogama and Foleyet. The implementation of this approved deployment model was made subject to successful implementation of the Northeast LHIN Non-Urgent Patient Transportation Services, something referenced in this document. It should be noted that the LHIN intent to award the RFP by end of 2017 was not achieved. As such, the strategic deployment model remained unchanged.

Non-Urgent LHIN Project

The Northeast Local Health Integration Network (LHIN) has been operating a trial Non-Urgent Patient Transportation Service for the last five years in the Espanola and Manitoulin Island areas. This project was initially to be a six-month trial but due to its success the trial is still operating. In the summer of 2017, a permanent RFP for delivery of the Non-Urgent Patient Transportation Services across specific areas of Northeast Ontario was issued. This RFP closed in October of 2017, and Manitoulin-Sudbury DSB responded with a proposal.

As was communicated in the budget section of this report, the strategic change in deployment of Paramedic Services was contingent to the successful implementation of the North East LHIN Non-Urgent Patient Transportation Services. The LHIN timelines suggested that the successful proponent would be awarded the contract by end of 2017 calendar year. To date the RFP had not been awarded, and there was no discussion from the LHIN as to the status of the project. To this end, strategic changes to the deployment plan have not and can not be implemented.

Community Paramedicine (CP) Update

Since the most recent update regarding the Community Paramedicine program, a great deal of work has taken place with partners throughout the DSB catchment. The service now sits on several committees, including a number of Local Health Links. Additionally, the LHIN has finally approved the flow of 28,000 to assist in delivery of Community Paramedicine programs throughout the area. While the need for additional funding, to allow for expansion of the CP program, is profound, the acknowledgement of our system efficiencies have been recognized.

In 2016, Paramedic Services began a collaborative program with Integrated Social Services and CMHA. These Wellness Clinics in the Social Housing buildings in Massey, Webbwood, Espanola, Gore Bay and Manitowaning have been a success. In 2018, the plan is to expand programs into the Eastern geography.

Paramedic Services continues work with the LHIN, installing and educating clients in the use of remote monitoring through the Telehomecare Program. The service is continuing work with municipal and service partners to explore programs that will assist vulnerable citizens in a proactive manner

Peer Support and Paramedic Resiliency

Manitoulin-Sudbury DSB Paramedic Services operationalized its Peer Support Program in the fourth quarter of 2017, with the activation of 12 Paramedic Peer Support personnel.

The service continues to explore opportunities to support the wellbeing of all Paramedics, as they care for our citizens.

In addition to activation of the Peer Support Program, the service has entrenched the Road to Mental Readiness (R2MR) education program into core training for all staff, and senior managers.

Children's Services

Child Care Funding Update

On October 26, 2017, the Manitoulin-Sudbury DSB received a letter from the Ministry of Education highlighting that the need for improved wages and compensation for the early years and child care workforce was a recurring theme heard through the ministry's province-wide consultation over the fall 2016 and winter 2017.

To support improving wages for the licensed child care workforce, the ministry will provide \$12.7 million in incremental funding for the first quarter of 2018, to support those staff currently earning under \$14 an hour.

The new investment will not require service system manager cost sharing and will include administration funding to support implementation. Staff have surveyed providers to determine the potential impact locally, there are two providers in our district with several staff paid less than \$14.00 per hour. Staff will update the Board once our allocation and eligibility has been determined.

Child Care and EarlyON Capital

The Manitoulin-Sudbury DSB supported two capital funding for school-based construction projects submissions for our area, one for Rainbow District School Board and one for Conseil Scolaire Catholique du Nouvel-Ontario.

Both submissions were approved, and the following projects will be moving forward:

- Assiginack Public School (Manitowaning) Family Age Group Room
- Central Manitoulin Public School (Mindemoya) Family Age Group Room
- Little Current Public School Infant Room
- Markstay Public School 2 Family Age Group Rooms
- S. Geiger Public School (Massey) 2 Family Age Group Rooms
- École St-Charles Borromée (St. Charles) 1 Family Age Group Room
- Assiginack Public School (Manitowaning) 1 Child and Family Program Room

All capital funds will flow to the respective School Boards and the projects will be 100 percent provincially funded.

Journey Together

As the Service System Manager for Child Care and Early ON Child and Family Centres, the Manitoulin-Sudbury DSB is responsible for programming for Indigenous and non-Indigenous children and families off-reserve.

The joint submission with Kenjgewin Teg Educational Institute (KTEI) on Manitoulin Island for the Journey Together was approved. The budget of \$685,300 over two years was approved by the Ministry of Education and staff will be meeting with KTEI staff to develop a revised workplan to support implementation, again more information will be shared in the new year.

Ontario Early Years Child and Family Centres (OEYCFC)

The Manitoulin-Sudbury DSB approved [community plan](#) for OEYCFC's will build on the success of Best Start Hubs. The DSB is committed to ensuring OEYCFC programs are guided by the principles outlined by the Ministry of Education. Programs will be rebranded to reflect the provincial brand of Early ON programs.

Service providers and locations will remain the same for 2018. LaCloche - Our Children Our Future, Manitoulin - Manitoulin Family Resources, Sudbury East - Our Children Our Future and Sudbury North - Chapleau Child Care Centre. Outreach locations will be expanded based on community need, a review of outreach will be completed at the end of 2018 to support planning for 2019.

The 2018 funding allocation for OEYCFCs for the DSB is \$1,441,809, the current 2017 budget for Resource Centres is \$650,583. The increase in funding will ensure, hours of operation, outreach, accountability and professional learning opportunities will be increased.

The three agencies providing service are currently developing workplans with the DSB staff support to guide the transition and assess outreach needs in their respective communities. The work plans will be reviewed in June and December of 2018 with the expectation that 2019 plans will be developed in the fall of 2018.

Children's Services Policy Revision

A review of child care rates and care codes was completed, as a result, both centre based, and home-based rates were significantly reduced throughout the district.

To support increased flexibility and affordability centre based programs care codes have been simplified. Private home child care rates have been revised and age categories have been removed in response to provider feedback. This change has also resulted in more affordable care for families. The [Child Care Rates](#) are available on the Manitoulin-Sudbury DSB website.

Workforce Strategy

One of the key areas of action identified in [Ontario's Renewed Early Years and Child Care Policy Framework](#) is the establishment of an early years and child care workforce strategy that will identify ways to improve hiring, retention, recruitment, recognition and professional development. The Manitoulin-Sudbury DSB received a [letter](#) indicating that R.A. Malatast & Associates Ltd. will be leading a workforce study to inform the workforce strategy. The study will complement, inform and coordinate with work currently being undertaken by the province's Workforce Strategy Technical Advisory Group.

Ontario Works

Ontario Works Caseload

In the Fourth quarter of 2017, the Ontario Works caseload average is 540. Compared to last year at this time, the caseload has increased by 6%.

Roadmap for Change

On November 2, Janet Menard, Deputy Minister with the Ministry of Community and Social Services provided information on the release of the [Income Security A Roadmap for Change](#). The Roadmap to Change is intended to advise the government on decisions to reform social assistance, and more broadly, the income security reform system. While improvements have been made to the income security system over the years, much more work needs to be done to support the diversity of people who rely on it. In 2016, the Ontario government tasked three Working Groups to examine the income security system and make recommendations on how to improve it. The Income Security Reform Working Group, the First Nations Income Security Reform Working Group and the Urban Indigenous Table on Income Security Reform created a ten-year roadmap for change, one that identifies the steps needed to reach a modern, responsive and effective system that will help those most affected by poverty, keep others from falling into poverty, and improve our overall prosperity.

The Northern Ontario Service Deliverers Association (NOSDA) issued a [Press Release](#) supporting the recommended changes to Ontario Works fundamental framework. NOSDA also supports many of the concerns/issues outlined in the report as they are especially felt in the North. Along with some of the financial costs/burdens/hardships, there are other factors affecting the North that impedes an individual's ability for inclusion and general well-being. Some of these factors include, but are not limited to Health, cost of basic needs, lack of transportation, technology, education, social inclusion and labour market conditions.

Employment Ontario

In October, a Strategic Monitoring Plan/Audit was introduced by the Ministry of Advanced Education and Skills Development (MAESD) for our Chapleau Office for Employment Services, Youth Job Connection (YJC), Youth Job Connection-Summer (YJC-S) and Youth Job Link Programs. The purpose of the strategic monitoring process is to streamline the current monitoring process to better utilize existing tools and resources and to work with service delivery sites to focus on areas identified as needing additional support.

- Ministry staff highlighted:
 - That clients are provided the opportunity to explore their employment and training options with the assistance of the helpful staff within our organization.
 - Congratulated DSB staff on the improvements made within the client files, including the electronic client document files.
 - DSB success with the YJC-S program as well as the work in coordinating our YJC-S program with the French Catholic school student co-op placements with the YJC-S program which has demonstrated an innovative way to support at risk students with barriers.

Ontario Job Grant (COJG)

As of December 31, 2017, twenty (20) training agreements were approved. A total of one hundred and ninety-one (191) staff received training through COJG. On-going marketing and advertising continues to occur on an ongoing basis to ensure that the employers and employees are aware of the opportunities available.

Community Involvement

The DSB continues to be involved with local service providers. The DSB has partnered with the Espanola Health and Community Services Planning Network. Through this group, a grant was approved in partnership with the Espanola Police Services Board and the Canadian Mental Health Association for flow through of funds for a Rapid Mobilization Table/Situation Table. A subcommittee of community partners representing key sectors

in the human services system was formed. Each partner agency with a proven ability and mandate to serve, support and respond to individuals and families who are experiencing challenges preventing negative outcomes and improving community well-being.

Social Housing

Direct Shelter Subsidy (DSS)

Staff continue to identify and complete the application process with eligible applicants for the DSS program. All applicants receiving the benefit are deemed housed. At the end of the 4th quarter, there were 163 Active DSS cases.

Waiting list (Applicants)

As of December 31, the waiting list had an overall increase of 65 applicants. A breakdown of the applicants is as follows:

1 Bedroom - 430 - (+43)	2 Bedroom - 52 - (+ 5)
3 Bedroom - 26 - (+ 8)	4 Bedroom - 24 (+9)

Transitional Community Support Worker (TCSW)

The Transitional Community Support Worker program continues to grow and prosper in LaCloche-Manitoulin as more residents participate and receive housing support.

The additional TCSW on Manitoulin Island has been stalled since the last report, as a suitable applicant has yet to be hired. The position has been reposted, and the hope to find a qualified candidate continues for this area.

A presentation of the pilot was made at the annual ONPHA Conference with 149 delegates attending the session and there was very positive feedback to the pilot.

National Housing Strategy

In November 2017, the Federal Government released Canada's first ever [National Housing Strategy](#) (NHS). This Strategy, reinforces the Federal Governments interest in housing since talks of expiring operating agreements began. This is a \$40 billion plan to support Canada's most vulnerable and ensure they have access to housing that is affordable and meets their needs. More information about the strategy, will be provided as it becomes available.

Smoke Free Housing – Unit Count-down

As of the end of the third quarter, 112 of the 288 units are designated as Smoke-free. This represents 39% of the full portfolio and units are designated as turn-over occurs.

Infrastructure & Asset Management (IAM)

Ontario Renovates and Homeownership

A total of 25 households were assisted through the Ontario Renovates Program in 2017. Distribution as follows: LaCloche 9, Sudbury East 9, Sudbury North 3, and Manitoulin 4.

The Homeownership Program assisted 3 households and the remaining funds \$32,000 was transferred to the Ontario Renovates program to assist an additional two applicants.

Infrastructure & Asset Management

The primary capital project underway during the quarter was the 347 Second Avenue roof and envelope replacement. The tendered portion of the project was completed by December 5 with the Engineer and Town of Espanola Inspector providing confirmation of completion by December 14.

The Building Condition Assessment project was completed by the end of December. The new BCA's provide updated and more accurate insight into long term capital planning and a review of the reserve forecasts will be completed in the first quarter of 2018 with an issue report for the Board in late winter.

Infrastructure Maintenance Repairs

There were approximately 35-unit turnovers during 2017 which represents 12% of the 288 total DSB units. Over 324 work orders were started and completed during the final quarter. There was a total of 1,229 work orders underway in 2017.

The 60 Barber common room transformation to a resource center was completed. The DSB staff transitioned well into the winter season with snow removal, salting and sanding and systems/contracts in place. Despite a significant cold snap in December, the heating systems operated reliably throughout much of the district.

Summary

The DSB had a very busy Fourth quarter. If municipal Councils have any questions or would like DSB staff to attend a municipal Council meeting, please feel free to contact me at the address below.

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