



2024 Third Quarter Activity Report November 21, 2024

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 2024 Second Quarter (Unaudited) Financial Report was presented to the Board and projects a year-end municipal **surplus of \$662,784**. Ontario Works, Children's Services, and Non-Urgent Patient Transfer Service are forecasted to be on budget. Community Housing is forecasted to be under budget by \$440,546. Paramedic Services is forecasted to be over budget by \$556,389. Interest revenue on non-reserve accounts is forecasted to be \$778,627 more than budgeted.

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

Paramedic Services

Recruitment and Retention

Paramedic Services is engaged with CTS Canada Career College to accept students for their final residency from early August through late October. The process included their acceptance of employment with Manitoulin-Sudbury DSB with specific conditions of employment and timelines for those conditions to be met. Onboarding of these students into the DSB operation has been initiated throughout the residency resulting in a shortened timeline to become operational paramedics.

A similar process has been developed for CTS students who will start their final residency in November and Cambrian College students expected in late January 2025. This process is part of an overarching strategy to engage and recruit staff.

The posting for external Paramedics remains in place and staff have been meeting with potential candidates throughout this quarter and have been expediting the recruitment process. The organization continues to have challenges with external recruitment as the competition with larger and less expansive services impacts on interest.

The national recruitment process for a Chief of Paramedic Services continued in the third quarter.

Staffing Challenges

Staffing absences and a lack of fulsome capacity to backfill those absences continues to impact Paramedic Services' ability to ensure resource deployment without extensive utilization of overtime. The third quarter represents the largest period of time for use of entitlements such as vacation while the capacity to backfill is further impacted as many part-time personnel have reached their maximum hours of work. The strategies being considered to mitigate these issues are being developed, but many of these are medium-term and will start to impact overtime use later in 2024.

Fleet

The absence of new fleet arrivals continues to impact on fleet confidence. While this issue is not new, its impacts compound as staff work to keep the vehicles response ready. Staff are working with the manufacturer to ensure the urgency of the organization's needs are understood. The first vehicles are expected to be received in early November. Deployment of those vehicles will be expedited once received.

Community Paramedicine

Staff have made some initial operational changes to the Community Paramedicine program; specifically, by deploying resources into geographic areas where it makes sense and away from central deployment from Espanola. This change is expected to provide access to patients while reducing unnecessary travel. One Community Paramedic (CP) now deploys on Manitoulin Island. In the 4th quarter, a CP will deploy from Sudbury East.

Non-Urgent Patient Transportation Service

The Non-Urgent Patient Transportation Service system for transportation of non-urgent clients continues to operate in collaboration with the Emergency Health Services Branch of the Ministry of Health (MOH) and both Espanola General Hospital and Manitoulin Health Centre. This model for patient transportation continues to address the impact of increasing 9-1-1 call volumes on the Paramedic Services system. Staff have reached out to the MOH to discuss the funding design and to look for alternatives that more closely mirror other communities; specifically addressing the municipal contributions. The meeting is set for mid-November to work on these challenges.

Children's Services

The Manitoulin-Sudbury District currently has 20 licensed child care locations, 14 center-based sites in schools, 1 center-based community location, and 5 licensed home child care sites. Two licensed home child care sites have closed since last quarter. In the third quarter, 535 children were enrolled in child care services, with 440 paying full fees and 95 receiving subsidies. This is a 7% decrease from the previous quarter and a 10% decrease from the same period last year. Special Needs Resourcing supported an average of 64 children, from infants to school-age, during the third quarter, showing a significant 23% increase compared to the same quarter last year.

In the third quarter, EarlyON programs welcomed 2312 visits from parents/caregivers and children. These services are provided through various means including mobile, virtual, and outdoor programs. This represents an 11% decrease from the same quarter last year.

New Child Care Funding Approach

In September, an [issue report](#) was shared with the Board detailing the upcoming CWELCC cost-based funding model and its impact on child care services. The new [guidelines](#), received on August 1, 2024, will fund services for children aged 0-5 starting January 1, 2025, with additional guidelines for children aged 6-12 and EarlyON programs expected later in 2024.

The ministry [memo](#) outlined funding categories including cost-based funding for eligible operational expenses such as staffing and accommodations, along with a top-up for legacy or growth needs. Local priorities funding will support programs for children aged 0-12, including fee subsidies, capacity building, and special needs resourcing, while start-up funding will help increase licensed spaces for children aged 0-5 in line with space creation plans.

CWELCC Funding – Updates to 2024 Allocations: Emerging Issues

In 2024 emerging issues funding has been allocated to address non-discretionary costs for CWELCC-enrolled providers. Announced in November 2023, this funding supports essential expenses such as occupancy, salaries, benefits, and food costs. The Manitoulin-Sudbury DSB received an initial allocation of \$70,542 for January to March 2024, followed by an additional \$21,681 in April to help manage rising operational costs. In response to further financial pressures, a final increase of \$72,319 was [announced](#) in September bringing the total funding for 2024 to \$164,542. This funding has been crucial for maintaining stable and accessible child care services as we transition to the new cost-based model in 2025.

Ontario Works

In the third quarter, the Ontario Works/Temporary Care Caseload average was 473. Compared to last year at this time, the caseload has increased by 3.50%.

Centralized Intake

The Manitoulin-Sudbury District Services Board (DSB) received 140 applications in the third quarter. Of the 140 applications received, 44 were auto-granted by the Intake and Benefits Administration Unit (IBAU), 42 were referred by the IBAU to the Manitoulin-Sudbury DSB for processing, 15 were transfers from another Ontario Works office, 21 were for Emergency Assistance which is completed online and sent to the local office for processing and 13 applications were processed at the local office rather than being referred to Centralized Intake as certain applications are not yet being processed by the IBAU. The remaining 5 applications were referrals from ODSP for individuals to participate in Ontario Works programming.

The initial goal of Centralized Intake was to have 70% of applications completed by the IBAU. During the third quarter, 31% of applications were completed by the IBAU.

Policy Changes to Support Centralized Intake

Staff received a [memo](#) from the Ministry of Children, Community and Social Services (MCCSS) to advise that as of October 1, 2024, regulatory changes have been made to designate MCCSS as the Ontario Works delivery agent in 10 municipal geographic areas in the province and designate these CMSM's as delivery partners. The 10 areas are listed in the memo, none of the areas are in Northern Ontario.

In these 10 areas, the ministry will be responsible for initial eligibility decisions, including authorization of initial payments, and notifying applicants. Full implementation across the province will be completed in 2025.

2025 Ontario Works Performance Measures and Targets

On September 12, staff received a [memo](#) providing notice of the 2025 performance measures and targets from the Ministry of Children, Community and Social Services. The targets are set by the ministry against the performance measures and can be found within the memo.

2025 Ontario Works Program Delivery Funding

On September 6th, staff received [verification](#) of the 2025 Ontario Works Program Delivery Funding (PDF) planning allocations from MCCSS. Given the rise in caseload numbers, the ministry has changed the funding model and will no longer be holding Ontario Works delivery partners at their 2018 expenditure actuals. The 2025 funding has been adjusted to account for the transfers related to the Employment Services Transformation (EST).

Employment Ontario

The Employment Services (ES), Youth Job Connect (YJC), and Youth Job Connect Summer (YJCS) programs continue to be advertised and delivered from the Chapleau office.

From July to September 2024:

- There were 14 new intakes for Employment Services.
- There were no new intakes for the YJC program, however two files were closed during this period.
- There were no new intakes for the YJCS program, however 4 files were closed during this period.
- 561 people attended the resource centre including 13 employers.

Quality Assurance

During the third quarter of 2024, the Quality Assurance Coordinator for the Child Care and Ontario Works programs focused on enhancing professional development, improving service delivery, and supporting staff onboarding. A significant achievement was the coordination of a series of one-hour training sessions. These sessions, facilitated by Karine Silverwoman, cover critical topics including the Window of Tolerance, Trauma-Informed Care, and Conflict and Connection. The inaugural session was held virtually on September 5th, with 17 employees in attendance.

On September 20th and 21st, an in-person professional development workshop on Solution-Focused Coaching was hosted in Espanola. This workshop focused on boosting client engagement by aligning clients' strengths and priorities with service providers' expertise to set achievable goals. The workshop was led by Patricia J. Baldwin, a certified Solution-Focused Coach with over 15 years of experience in training health care and social service providers. A total of 38 participants attended from various organizations across the district, including Child Care, EarlyON, Kunuwanimano Child and Family Services, Mnaamodzawin, Compass Child and Youth Mental Health Services, and the Manitoulin-Sudbury District Services Board.

The annual fall all-staff professional development took place from September 24th to 26th, which included team members from Integrated Human Services, Infrastructure and Maintenance, Finance, and Paramedic Services. This event featured a half-day session on Workplace Professionalism and a full-day session on Inclusion, Diversity, Equity, and Accessibility.

The team has been working on the development of the 5-year Early Years and Child Care Service System Plan, which will be released in the first quarter of 2025.

Overall, the third quarter of 2024 demonstrated a strong commitment to enhancing the skills and knowledge of staff within the Child Care and Ontario Works programs, emphasizing the importance of professional development and fostering an inclusive environment for both employees and clients.

During the 3rd quarter, the Quality Assurance Coordinator for Housing and Homelessness has been focusing on streamlining some internal processes.

The QA Coordinator has been exploring Emergency Housing solutions in the district to potentially house the homeless population throughout the colder months. This exploration is new and will require collaboration with community partners to provide support to these individuals.

As of the end of Q3, there were a total of 50 households/57 individuals on the By Name List, 15 of whom identified as Indigenous, 28 individuals are in the LaCloche area, 21 on Manitoulin Island, 0 in Sudbury North, and 7 were from Sudbury East.

It is important to highlight as we are coming into the colder months that of these 57 actively homeless individuals, 9 of them identified as being unsheltered. Staff in collaboration with the Change Team are working on identifying existing community spaces within our district that can be utilized as warming spaces during these colder months.

Community Housing

There were 671 applications at the end of the 3rd quarter. The applicant breakdown is as follows:

1 Bedroom	501	2 Bedroom	74
3 Bedroom	54	4 bedroom	42

Staff continue to identify and complete the application process with eligible applicants for the DSS program. All applicants receiving the benefit are deemed housed. As of the end of this quarter there were 225 active DSS recipients. At the end of Q2 of this year there were 226 recipients and at this time last year there were 212.

Per DSB Policy, every effort is being made where the waitlist allows us to mix the Community Housing Buildings with RGI, Affordable and Market Rent Tenants. As of September 20, 2024, we have successfully housed 27 market rent tenants and 134 affordable rent tenants. This represents 9% and 45% of our portfolio respectively and shows an increase of 4 Market rent and a decrease of 1 affordable rent from last quarter. Comparably, at this time last year, we reported 15 market rent tenants (5%) and 118 affordable (40%)

As of the end of the 3rd quarter of 2024, 225/295 of the portfolio's units are designated as Smoke-free. This represents 76% of the full portfolio currently. Units are designated as turnover occurs or should the current resident choose.

Sudbury North Housing Case Management

On September 18, 2024, an [issue report](#) on Housing Case Management (HCM) in Sudbury North was presented to the Board. In September 2023, the Manitoulin-Sudbury District Services Board (DSB) launched a housing case management pilot program in

Sudbury North. The program is designed to support the tenants living in Community Housing to have successful tenancies.

Primarily support is offered to at-risk tenancies. Case management can include individualized action plans, financial support, employment and education support, and mental health support. Although the program priority is DSB Community Housing tenants, this HCM position has the flexibility to support community members who are experiencing homelessness.

Staff believe the support is vital to the community and thus recommended the Finance committee review the budgetary impact of providing HCM internally during the 2025 budget process.

Housing and Homelessness Progress Report

The progress [report](#) is provided to the Board and the Ministry of Municipal Affairs and Housing as an update on the final year of the 10-Year Housing and Homelessness Plan.

Homelessness Prevention Program

On August 28th, 2024, staff received [confirmation](#) from the Ministry of Municipal Affairs and Housing that the Manitoulin-Sudbury DSB's [Homelessness Prevention Program \(HPP\) Investment Plan](#) for 2024-25 has been approved.

Ending Chronic Homelessness Research and Advocacy Project

On August 30th, 2024, the Association of Municipalities of Ontario (AMO), the Ontario Municipal Social Services Association (OMSSA), and the Northern Ontario Service Deliverers Association (NOSDA) forwarded a [memo](#) to all Ontario Municipal Social Managers, CAOs, City Managers, Heads of Council and District Social Services Administration Boards to advise of an unprecedented research project.

AMO, OMSSA, and NOSDA have partnered together with HelpSeeker Technologies to undertake an Assessment of Need and Cost to End Chronic Homelessness in Ontario.

Once completed the work will serve as a platform for evidence-based-informed policy development, advocacy, and service planning to end chronic homelessness.

Homelessness and Addiction Recovery Treatment Hubs

Staff received [communication](#) on August 29th, advising that HART Hubs will be led by the Ministry of Health in partnership with the Ministry of Municipal Affairs and Housing; the Ministry of Children Community and Social Services; and the Ministry of Labour, Immigration, Training and Skills. The communication advised that Ontario is investing \$378 million over four years to support a Demonstration Project for 10 new HART Hubs across the province, 2 of which will be Indigenous Led. HART Hubs will be selected through a Call for Proposals Service Managers were asked to share the Call for Proposals

with community partners. Staff shared the call for proposals with community partners and a proposal was submitted by a community agency for consideration by the provincial review team, announcements of successful proponents are expected before the end of Q4.

Projects Underway

Capital Projects with Housing Services Corporation

The Chapleau landscaping project is well underway with only one change order submitted for a third exit after it was determined that the two remaining exits were too close to each other. This project's expected completion date is set for mid-November.

The Gogama Base abatement has been completed, the project took a little longer than expected due to 2 significant issues being identified, which have been resolved.

The 70 Barber Street Make-Up Air unit replacement project has been awarded to DMC Electrical & Mechanical Ltd. with 72% being covered by 23/24 OPHI funds, work to commence in late October.

Mindemoya window replacement project has been awarded to Barne Builders with 92% of the project being covered with 24/25 COCHI funds.

Work Orders

During the quarter (July - September 2024) a total of 265 Work Orders were generated: 204 for Community Housing; 4 for Administration Offices, and 57 for Paramedic Services. There were 169 Work Orders closed or resolved during that time.

There were 8 work orders for unit turnovers: all for apartments. Work orders are closed if the work is done in-house, or when the invoice is paid from an outside source.

COCHI-OPHI

Staff received [correspondence](#) from the Minister of Municipal Affairs and Housing to confirm that our 2024-2025 COCHI-OPHI Investment Plans were approved.

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