

# KENORA DISTRICT SERVICES BOARD

---

Minutes for a Meeting of the  
Governance Committee  
Held on Thursday, April 15, 2010  
Commencing at 10:00 a.m.

---

**PRESENT:** Rory McMillan, Chair  
Debbie Chartrand  
Garry Parkes  
Bill Thompson  
Phil Vinet

**STAFF:** Sten S. Lif, Chief Administrative Officer  
Debbie Sidor, Executive Secretary  
Toni Thurbide, Director of Finance  
Peter Marshall, Director of EMS

---

1. **CALL TO ORDER**

The Chair called the meeting to order at 9:59 a.m.

2. **APPROVAL OF AGENDA**

**MOTION NO.: GC2010-05**

Moved by Phil Vinet  
Seconded by Garry Parkes

RESOLVED THAT the Governance Committee approve the Agenda for a regular meeting of the Committee to be held on Thursday, April 15, 2010 in the Boardroom at 211 Princess Street, Dryden, ON commencing at 10:00 a.m. CST.

CALLED; CARRIED

ACTION: None

3. **DISCLOSURE OF INTEREST AND THE GENERAL NATURE THEREOF**

3.1. **Agenda for Current Meeting**

The Chair calls for any declaration of pecuniary interest, and the general nature thereof under the Municipal Conflict of Interest Act with respect to the Agenda for this meeting.

None declared.

3.2. **Minutes of a Previous Meeting at which a member was not in attendance**

The Chair calls upon members present for declaration of pecuniary interest, and the general nature thereof under the Municipal Conflict of Interest Act, for minutes of previous meetings at which a member was not in attendance and which had not previously been declared.

None declared

4. DELEGATIONS / DEPUTATIONS

None

5. MINUTES OF PREVIOUS MEETING

5.1. Minutes of March 5, 2010

MOTION NO.: MC2010-06

Moved by Bill Thompson  
Seconded by Debbie Chartrand

RESOLVED THAT the Governance Committee approve the minutes as presented of the March 5, 2010 committee meeting.

CALLED; CARRIED

ACTION: File

6. CORRESPONDENCE

6.1 Lake of the Woods District Hospital to KDSB Chair - Meeting with hospital Board

Committee members agreed that the Board should accept the invitation from the Lake of the Woods District Hospital to meet regarding the health care needs of the community.

ACTION: Sten will contact the hospital Board to arrange a mutually agreeable time to meet.

6.2 Ministry of Children & Youth Services to KDSB - Provincial Funding for Child Care

Sten informed Committee members that this correspondence received April 14, 2010, announces that the province will invest \$63.5 million annually to support early learning and child care across Ontario. This funding will replace the funds that were cut out of the federal budget four years ago. There has been no announcement regarding the amount that the KDSB can expect to receive.

7. BUSINESS

7.1 Discussion - Development of Board Orientation Program for new Board Members

Sten reminded Committee members that the three orientation sessions conducted in the past had been prepared mostly by staff with little input from Board members. He emphasized that staff would like to prepare an orientation program for the new Board in January 2011 'from a board members perspective'. What would potential Board members need to know?

Committee members engaged in discussion regarding the length and the content of the orientation session.

- The session should be more than one day, or one day may be adequate providing one or more follow up session(s) are delivered 6, 9 or 12 twelve months later.
- The volume of material that has been delivered in one day in the past is very overwhelming.
- Once a package is developed, it should be distributed to members to allow time for them to review the material prior to the session.
- In order to function as a Director on the Kenora District Services Board, members need to know:

- The function of a Board member
- The clear distinction between responsibilities of a Board Director and responsibilities of staff members.
- Board members need to have enough information from staff to make informed decisions, but they do not need to get involved in the day-to-day operations.
- Board decisions need to be made based on the strategic plan.
- An orientation session longer than one day may be too much for new members.
  - Initially a one-day session to cover general organizational material
  - Six months later a second session could focus on funding
  - Someone should be invited at the beginning of the term of a new board to cover what a Board is, how a Board functions, and how to keep it all straight.
- Municipal staff and other municipal council members should be invited to attend as they were for the 2007 orientation session.
- It is important that all Board members are well informed from the beginning about 'who does what'.
- Board members must understand that the KDSB is one of the largest governing bodies in the Kenora District.
- It would be valuable to have something available by early fall that could be distributed to municipal clerks for circulation to new council members and the mayor to assist with the appointment of new members to the Board. This information could include a summarized fact sheet, a few statements about the role of a Board member, and perhaps a summary of the strategic plan.

**ACTION:** The Governance Committee will engage the Board of Directors in discussions at the Board meeting in June to determine what information they feel should be included in an orientation session so that staff can plan productive sessions.

Once staff have input from the Board, Sten will work with them to put together an information package for municipal clerks to provide to councils following the election in the fall to assist councils with choosing interested members for the Board of Directors.

## 7.2 Discussion - Development of Information Reporting Requirements for the Board of Directors

Sten emphasized the need to get input from the Board of Directors with regard to the information the Board would like to see from the management team other than financial data.

Under the previous committee structure many reports were prepared by the admin team that the Board of Directors never saw. Decisions were often made based on limited information provided in Committee reports.

Now that the operating committees are gone, what information would the board like to receive in regular, standard reports from the management team?

Committee members agreed that quarterly reports showing trends and whether costs were consistently going up or down; as well as quarterly reports on program stats such as housing vacancies, Ontario Works caseloads, child care funding, and land ambulance staffing costs and overtime would be beneficial.

Any situations that arise that staff would consider to be 'exceptional' would automatically be reported to the Board of Directors.

**ACTION:** The Chair will engage the Board of Directors in discussions in order to determine what they would like to see in reports from the management team other than financials.

### 7.3 2010 Budget and Ministry expectations

The chair explained that he requested the addition of this item to the agenda.

Sten reported that he has been in contact with the various ministries advising that the KDSB will not have an approved budget by March 31<sup>st</sup> this year and asking what the ramifications will be for the organization.

MCSS and MCYS indicated that funding will continue based on last year's budget. However, these ministries must submit their budgets to the province by the end of June; therefore, the KDSB must advise them as soon as possible if we anticipate that there will be no budget by the end of May. The Ministry of Health provided similar feedback.

Toni indicated that we could experience some financial difficulty if there is no budget by the end of May. It is possible that we could lose funding particularly in Land Ambulance as the 50% from the MOH comes from information reported in 2008. Without a budget, they will not see the significant increase in wages or any other issues that impacted the 2009 budget.

In some cases municipalities are not sending in their levy and without a budget staff have no ability to levy. The board may need to borrow for operational and cash flow matters.

Since the last Board meeting, staff in each department has been reviewing their budgets line by line in order to identify reductions totaling \$315,000 in local costs. The management team is meeting on Friday, April 16<sup>th</sup> to determine what the cuts will be and what the service ramifications are. Toni and Sten emphasized that it takes time to identify appropriate service cuts as we need to know the short-term and long-term impact on services. For example, if land ambulance bases are closed, there are long-term affects relating to staffing. Once targets are established, staff needs to determine how service cuts will be achieved and then reports will be prepared for the Board to review. Unfortunately, the increase in caseload numbers in Ontario Works and ODSP will result in service cuts in Social Housing and Land Ambulance.

Committee members indicated that there may be a need to hold a Committee of the Whole meeting prior to the Board meeting on May 13<sup>th</sup>. It is imperative that Board member attendance is good for the next presentation of the draft 2010 budget. Sten indicated that Ministry representatives were extremely disappointed that the Board was unable to establish a quorum for deliberations on a \$50 million budget.

Governance Committee members were unable to determine a meeting date for Committee of the Whole to review the revised budget prior to the May 13<sup>th</sup> Board meeting. It was agreed that a meeting could be held within a week following the Board meeting for further budget deliberations if necessary.

### 7.4 Board Meeting attendance

Sten reminded committee members that legislation states that if a Board member misses three meetings in a row they are to be considered ineligible to hold office if such absences have not been authorized by the Board. This legislation has never been enforced; however, with the difficulties the Board has been experiencing with attendance, it is time for discussion at the Board table.

A policy can be developed addressing Board meeting attendance. If a Board member cannot attend a scheduled meeting they should contact the Board Chair when the meeting agenda is posted (7 days prior to the meeting) and ask to be excused. The Chair will then decide whether the reason for the request constitutes an excused or unexcused absence.

Committee members also discussed attendance of the unincorporated representative for Lake of the Woods North who now lives in Thunder Bay. It is time for the Board to bring forward a recommendation to replace this member. There is a process in place for replacing an unincorporated member which gives the Board of Directors the authority to appoint a member from within the unincorporated boundaries. This could be done based on recommendations put forward by current unincorporated members. Since an election will take place this fall, members agreed that replacing the representative for Lake of the Woods North could wait until that time.

There was further discussion pertaining to the attendance and representation from the unincorporated area. Some felt that perhaps two representatives would be enough for the unincorporated. Sten pointed out that municipalities have the option of passing a resolution to send an alternate representative with voting privileges to a meeting and then revert back to the original member. The unincorporated do not have the privilege of selecting an alternate voting member.

Further discussion took place on the use of alternates. Committee members agreed that since there is nothing in legislation that permits the use of alternates and since the KDSB is unique in allowing alternates with no voting privileges at the Board table, a recommendation should come forward to eliminate the use of alternates.

#### 7.5 Lobbying

Committee members agreed that it is time to send a delegation to Queen's Park to address issues of major concern directly with the appropriate Minister. Continued efforts to lobby Ministries at AMO and the Good Roads Conference are not at all productive. It would be much more effective to lobby directly with Ministers by developing a good looking document to address priorities and to present a case verbally to support the document.

**ACTION:** The Governance Committee will recommend bringing forward two issues within the next six months as agreed to by the Board of Directors, scheduling meetings with Ministers, and developing documents for presentation at the time of the meetings.

#### 7.6 Discussion - Rules of Order and Proceedings Policy

As no comments came forward from the member for Ignace, there was nothing to discuss pertaining to this policy.

#### 8. IN CAMERA MEETING

- 8.1 MOTION NO.: 2010-07 Moved by Garry Parkes  
Seconded by Phil Vinet

**RESOLVED THAT** the Governance Committee convene to an In-Camera meeting on April 15, 2010 to discuss property matters.

CALLED; CARRIED

- 8.2 MOTION NO.: 2010-08 Moved by Debbie Chartrand  
Seconded by Garry Parkes

RESOLVED THAT the Governance Committee approve the agenda for an In-Camera meeting of the Committee to be held on Thursday, April 15, 2010 at the Kenora District Services Board office.

CALLED; CARRIED

8.3 MOTION NO.: 2010-09

Moved by Phil Vinet  
Seconded by Bill Thompson

RESOLVED THAT the Governance Committee resume the public meeting of the Committee on April 15, 2010.

CALLED; CARRIED

9. RESOLUTIONS/RECOMMENDATIONS

1. The Governance Committee will recommend that the Board of Directors rescind Board Policy KDSB-ORG-III-01, Appointment of Alternates or Temporary Board Members
2. The Governance Committee recommends that a policy be drafted with respect to board member attendance.

The member for Sioux Narrows-Nestor Falls asked if the Board has a policy which covers per diems for attendance at Board meetings. If the KDSB pays per diem then a member should not be entitled to a per diem from their municipality. Sten responded that there is no such KDSB policy and that this is a matter that the KDSB cannot 'police'. It would be up to municipalities to ensure that council representatives to the KDSB are not receiving a per diem from both. The Chair suggested that this might be an item that could be addressed in the orientation session for the new Board of Directors.

10. NEXT MEETING

The next meeting of the Committee will be held on July 8, 2010 at 10:00 a.m. at 211 Princess Street in Dryden.

11. ADJOURNMENT

The meeting adjourned at 12:19 p.m.

Confirmed this 8th day of July, A.D. 2010,

By Resolution No.: GC2010-14

Rory McMillan, Chair