



**Board of Directors
Agenda for In-Camera Meeting
Tuesday, December 20, 2022**

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|---|-----------------|
| 1. Agenda - Additions, Deletions, Approval | Decision |
| 2. Approval of Minutes – November 22, 2022 | Decision |
| 3. Business Arising from Minutes | |
| a. | |
| 4. Executive Reports | |
| a. Chair's Report | |
| b. CEO's Report | Decision |
| 5. New Business | |
| a. | |
| 6. Correspondence | |
| a. | |
| 7. Motion to Rise or Rise and Report | Decision |



**Board of Directors Minutes for the In-Camera Meeting
Tuesday, November 22, 2022**

Present:

Vice Chair/Treasurer:	Kelly Skrzypek
Secretary:	Greg Hackborn
Directors:	Brian Konst, Laura Miedema, Emily Miller
Chief Executive Officer:	Jane Angus
Manager of Service Coordination:	Alison Hilborn
Executive Assistant:	Cindy Landry (recorder)

Regrets: Susan Fitzgerald, Jenna Dierick, Elizabeth Abraham

Call to Order

Kelly called the meeting to order at 6:25 p.m.

1. Agenda

Motion: To approve the agenda.
Laura and Emily. **Carried.**

2. Approval of Minutes – October 25, 2022

Motion: To approve the minutes from October 25, 2022.
Emily and Laura. **Carried.**

3. Business Arising from Minutes - None.

4. Executive Reports

- a. Chair's Report – none.
- b. CEO's Report

Motion: To approve the CEO's report as presented.
Greg and Brian. **Carried.**

5. New Business – none.

6. Correspondence – no correspondence.

7. Motion to Rise

Motion: To rise and adjourn out of in-camera at 6:30 p.m.
Greg and Laura. **Carried.**

Date

Chair's Signature



Board of Directors
In-Camera Report from the Chief Executive Officer
 December 20, 2022

Communication and Counsel to the Board

URS Caseloads across the Province

The table below shows **Contact Brant in red** in comparison to the other 10 URS Leads. Our caseload average is much higher than others, even with the additional URS Coordinator that we hired to meet demand.

Annual Target	# FTE URSC	Total Referrals	Total Eligible	Caseload average for funded URSC	CB Caseload Average with 4 URSC	% of target	% calls Eligible	# Completed Service Plan
122	3	100	64	21		52%	64%	21
190	3	44	28	9		15%	64%	7
220	3.3	116	67	20		30%	58%	12
428	6.5	149	123	19		29%	83%	77
32	.5	17	10	20		31%	59%	9
567	8.5	244	192	22.5		34%	79%	62
190	3	199	112	37	28	59%	56%	22
238	3.6	111	61	17		26%	55%	20
105	1.6	22	13	8		12%	59%	1
19	.29	11	2	7		11%	18%	0
613	9	196	121	13		20%	62%	37

Riverside Hub

The Board will be asked to commit to the project at some point in the future. At this time, I have submitted a Functional Analysis of the space we are requesting (2,400 square feet – we currently have 1,800 square feet which includes a meeting room space). There is a Hub Google docs site that has a host of information; as I work through these, I will bring relevant information to the Board.

Although the current market site is the location that is hoped for, there is no confirmation of this yet. Some of the hurdles identified that need to be overcome include:

- The market vendors need to support this new build; currently they are very concerned about the Hubs' clientele (primarily addictions); the BIA also has the same concerns. Meetings need to be held with these groups to gain their support.
- Operational costs of the Hub are not yet confirmed; although the building and subsequent mortgage costs are seen as viable, the operational costs are needed to ensure that agencies can afford this.
- Indigenous stakeholders need to be further engaged.
- Seeking funds for Project Management as this is taking a great amount of work.

Information

Budgets and Salary Grids

We are projecting a significant surplus this fiscal year. Specifically, URS Purchase of Services from URS Providers has been underspent. We will likely need to return some funding to MCCSS.

However, some of our projected surplus is due to lower operational costs as well as cautious budgeting. This has been a trend over the past few years - we should look at recalculating our budget and putting the revenue towards salary grid increases. Cindy and I feel comfortable in reducing several budget lines on an on-going basis: Training, Travel, Communication, IT equipment, and Furniture/Office Supplies. We need a bit more time to confidently bring a revised budget to the Board; however I want to start the conversation to ensure this is the direction we should take. Once we have had the discussion this meeting, the intent will be to bring recommendations to the January meeting with any additional information needed for decision making.

As we hired new staff this past year, we ended up negotiating top of grid for some as they were earning in that range already. This has resulted in new staff getting paid higher than longer-term staff on the same salary grid. We have one RC (Lindsay Izsak) and one FASD Coordinator (Lyndsey Campbell) that are earning less than their newer counterparts. I suggest that we need to equitably move them to top of grid – this should be retroactive to April 1, 2022.

- The 'cost' would be \$5,700 this fiscal year. This will only impact some of the projected surplus, as well as equity, since top of grid is already within our budget. This will not have an annualized budget impact.

Discussion: Would the Board support this?

Our Lead URS Coordinator is being paid lower than some of the URS Coordinators. The Lead's salary grid needs to start at a higher salary rate than the top of grid for the RC/SC/URSC. Our Lead positions do not have supervisory responsibilities but are leaders of their teams and the point person for community stakeholders. Below is the current grids showing the need for correction to the Lead grid.

Position	Step 1	Step 2	Step 3	Step 4	Step 5
RC/SC/URSC/FD/CN	55,227	57,185	59,210	61,365	63,218
Lead RC & URSC	58,483	60,439	62,466	64,240	66,571

We have lost a competitive edge with our salaries due to lack of regular increases. We experienced the challenge this has created as we recruited new staff this year for URS; creating a competitive RC/SC grid is the largest pressure for our agency.

Following are some recent salary comparisons. I have **bolded** what I believe should be our target top of grid salaries based on these comparators:

1. RC/SC/URSC/Front Door (FN)/Community Navigator (CN) – This grid is the largest pressure for our agency in creating a competitive salary.
 - a. Indeed shows the average salary for 'Case Workers' to be \$70,587.
 - b. Contact Niagara's 2021-22 top of grid for the same job was \$65,055.
 - c. Contact Hamilton 2021-22 top of grid was **\$66,064**.
2. Lead RC/URSC – No comparators (additional responsibilities but no supervisory).

3. Manager - The Manager of Service Coordination responsibilities include supervision of the URS team; community/agency lead for CSP; CEO coverage.
 - a. In 2020, Woodview's Supervisor top of grid was **\$77,637**.
 - b. Contact Niagara's Lead was \$76,013 (supervisory responsibilities).
 - c. Contact Hamilton's 2021-22 grid for Manager (DSO) was \$86,605 and \$75,444 for a Supervisor.
4. CEO
 - a. Contact Niagara's 2021-22 top of grid was **\$96,474**.
 - b. Contact Hamilton 2021-22 top of grid was \$131,567 (Step 1 is \$112,457)

Note: I believe the best comparator is Contact Niagara due to agency size; however I question how attractive this salary would be when the Board completes a search for a new CEO when I retire in the future. We need to plan towards the ability to create a competitive salary grid when recruitment phase is initiated.
5. Executive Assistant
 - a. Indeed shows the average salary for an EA to be \$58,132.
 - b. In 2020, Woodview's top of grid was \$65,944 (also supervises others).
 - c. Contact Niagara's 2021-22 top of grid was **\$61,586**.
 - d. Contact Hamilton's EA is also a Manager \$86,605 (supervises admin. staff)
6. Administrative Assistant (responsibilities: one data; one bookkeeping)
 - a. Indeed shows a range for 37.5 hours/week of \$31,200 to \$54,600.
 - b. In 2020, Woodview's top of grid was \$47,745
 - c. Contact Niagara's 2021-22 top of grid was **\$50,665**.
 - d. Contact Hamilton 2021-22 top of grid was \$47,908.
7. Peer Support Navigator
 - a. Contact Niagara's top of grid was \$49,323
 - b. At the September Board meeting when we increased this grid by 3%, research showed a range of \$51,480 to \$73,554. Our top of grid is **\$52,888** and fits well into our salary grid system.

Following is a table with our current salary grid, the 'Target' top of grid salary based on recent research, and various options for grid increases. Other considerations:

- i. The adjustment to the Lead salary grid needs to be made to ensure their Step 1 is higher than the top of grid for RC/SC/URSC. This revision to the Lead salary grid is recommended, whether or not other increases are considered.
- ii. Any increases to the RC/SC/URSC grid must be similarly made for the Lead's grid and the Manager's grid to ensure grid separation for the increasing responsibilities.
- iii. There are no suggestions for grid increase for the Peer Support Navigator as this grid was revised in August 2022 with a 3% increase. The increase was based on research of salaries at that time, as well as appropriate placement within our salary grids based on responsibilities and education.

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Target	Annual Cost
4 RC; 3 SC; 2 URSC; 1 FD; 1 CN	55,227	57,185	59,210	61,365	63,218	66,064	-
2%	56,332	58,329	60,394	62,592	64,482		16,550
Grid increase to reach target: 5%	57,988	60,044	62,171	64,433	66,379		41,376
Lead RC & URSC (2)	58,483	60,439	62,466	64,240	66,571	-	-
1% higher at start than RC Step 5	63,850	65,127	66,430	67,758	69,113		6,051
2% above revised	65,127	66,430	67,758	69,113	70,496		3,290
Same grid increase as RC/SC: 5%	67,043	68,384	69,751	71,146	72,569		8,225
Manager Service Coordination	69,900	71,297	72,723	74,178	75,661	77,637	-
Grid increase to reach target: 2%	71,298	72,723	74,177	75,662	77,174		1,801
Same grid increase as RC/SC; above target 5%	73,395	74,862	76,359	77,887	79,444		4,502
CEO	82,460	86,440	87,230	89,715	94,760	96,474	-
Grid increase to reach target: 2%	84,109	88,169	88,975	91,509	96,655		2,255
Executive Assistant (EA – 1)	51,523	53,277	54,027	57,031	58,754	61,586	-
2%	52,553	54,343	55,108	58,172	59,929		1,398
Grid increase to reach target: 5%	54,099	55,941	56,728	59,883	61,692		3,496
Admin. Assistant (AA - 2)	43,801	44,538	45,250	45,941	46,701	50,665	-
2%	44,677	45,429	46,155	46,860	47,635		2,223
Grid increase to reach target: 8%	47,305	48,101	48,870	49,616	50,437		8,892
Peer Support Navigator (3% increase Aug. 2022)	46,843	48,439	50,101	51,850	52,888	52,888	0
Annualized cost of 2% grid increases, with benefits: \$34,189 + \$6,051							33,569
Annualized cost of bringing all grids to the identified target, with benefits + \$6,051							74,796

Recommendation: The identified “Target” for each salary grid is appropriate for the agency to work towards.

Decision

Considerations for next meeting:

1. Approve the increase to the Lead’s salary grid to ensure their Step 1 is higher (by 1%) than the top of grid for RC/SCs, retroactive to April 1, 2022.
2. Approve appropriate grid increases, retroactive to April 1, 2022.

Discussion

Staffing

Lauren Freeborn, Service Coordinator (Coordinated Service Planning) will be taking an 18 month parental leave starting January 15, 2023 to August 2024.

Katie Boyd has been hired on a temporary contract to cover Lauren's leave, and started with us December 13, 2022 to have some orientation time with Lauren.

Information