

**VICTORIA COUNTY MUNICIPAL COUNCIL**  
**May 13, 2013**

A meeting of Victoria County Municipal Council was held at the Court House, Baddeck, on Monday, May 13, 2013, beginning at 5:00 p.m. with Deputy Warden Fraser Patterson in the Chair.

Present were:

District #1 – Paul MacNeil  
District #2 – Athol Grant  
District #4 – Merrill MacInnis  
District #5 – Fraser Patterson, Deputy Warden  
District #6 – Larry Dauphinee  
District #7 – Wayne Budge  
District #8 – Johnny Buchanan

Also present were:

Sandy Hudson, CAO  
Heather MacLean, Recording Secretary

Absent was:

District #3 – Bruce Morrison, Warden (Out of Town)

**CALL TO ORDER**

Deputy Warden Patterson called the meeting to order and presented the agenda for approval.

**It was moved by Councillor Budge, seconded by Councillor Dauphinee, that the agenda be approved as presented. Motion carried.**

**PATIENT FLOW PRESENTATION**

Courtesy of Council was extended to Kendell Murphy, Senior Strategic Project Manager, and Darlene LaRusic, Manager, Patient Flow, with the Cape Breton District Health Authority (CBDHA) who were in attendance to make a presentation on the Patient Flow and Service Utilization Strategy (copy attached).

The CBDHA provides acute care, mental health and addiction services, public health services, and primary and continuing care to a population of approximately 120,000 through its hospitals and clinics. In total, the district operates 484 acute care beds and 206 veterans in continuing care beds. The district provides services within CBRM, Victoria County and northern and central Inverness County.

Mr. Murphy indicated that service utilization and patient flow have been identified as growing concerns by the district. Patient flow challenges are system-wide and affect the continuum of care in its entirety. Recently, there has been a more pronounced impact in the area of acute care patient treatments. Impacts have been noticed in emergency departments (ERs) and operating rooms (ORs).

Council was advised that inpatient days in emergency departments have steadily increased between the period of April, 2011, to March, 2013 from 242 to 484. Elective case cancellations in operating rooms due to bed availability have increased from 8 to a high of 22 during this same period.

Mr. Murphy indicated that patient flow and utilization are a function of bed availability. Bed availability is impacted by input (demand on the ORs and EDs); output (timely patient discharge); and throughput (process efficiency).

One emerging challenge stems from a significant increase in the length of the waitlist for Long-Term Care (LTD). The waitlist for placement has grown by approximately 200 clients (over 505) during the 2-year period from April, 2011 through to the end of March, 2013.

There has been a significant increase in the number of situations where an individual on the waitlist has been deemed to be in a high risk situation and must be expedited to the top of the waitlist for placement. The number of these situations grew from 21 in 2011 to 66 in 2012. The CBDHA utilizes transition units to help mitigate these challenges. Even with these transition units in place the CBDHA is still required to accommodate many Alternate Level of Care (ALC) clients in acute care medical and surgical hospital beds. The ALC waitlist for placement to LTC increased from 71 in April, 2011, to 108 in March, 2013.

Mr. Murphy outlined the bed availability challenges and outlined that the reality is that we have reached the point where change is necessary. Failure to address the emergent issues impacting patient flow across the continuum will only result in further acute care and long-term care service delivery challenges in the future.

The solution to making positive change is a collaborative effort between health service providers and community partners. Mr. Murphy outlined what are believed to be the primary drivers to the solution.

Mr. Murphy outlined the Patient Flow Utilization Task Force team, their responsibilities and the actions taken to date. The initial focus has primarily been around reducing ALC numbers in hospital. Although still in the early stages, indicator data being collected indicates a shift in the right direction.

Mr. Murphy advised that the next steps include meetings with the task force to review the patient flow and utilization strategy. Strategies for better support for those awaiting long-term

care in the community will continue to be advanced and work will continue to improve the appropriate timely discharge of hospital patients.

Ms. LaRusic provided an update on the “Home First” and “Home At Last” programs. She advised that they are looking at every opportunity to move the care plan forward and provide appropriate care in the appropriate place.

Councillor Budge advised that at Buchanan Memorial Hospital in Neil’s Harbour 30% to 50% of the inpatients are people waiting to be placed in nursing homes. It costs more to keep a patient in hospital than it does to keep in a nursing home. People are dying waiting to be placed. He felt that there should be investigation as to ways to get more nursing home beds built.

Ms. LaRusic indicated that statistics are the same throughout all health districts in the Province. There is upwards of an 18 to 24 month wait for nursing homes.

The number assessed and waiting for placement to suitable nursing homes was discussed. Ms. LaRusic said unique to Cape Breton now is the fact that patients on the list for admission can defer as long as they want and there is no penalty for deferral.

Councillor MacInnis questioned whether consideration was ever given to studying other cultures where seniors are cared for in the community. Mr. LaRusic indicated to her knowledge this has not been considered.

Further discussion took place and the question was raised as to how the Municipality may be of assistance. Ms. LaRusic was advised that the Councillors serve on the Board of Directors for both Alderwood and Highland Manor.

Deputy Warden Patterson extended a vote of thanks to Mr. Murphy and Ms. LaRusic for their presentation and the information provided.

### **CLEAR BAG WASTE COLLECTION**

Deputy Warden Patterson extended the courtesy of Council to Robert Dauphinee, Director of Public Works.

Mr. Dauphinee was in attendance to make a presentation on a residential clear bag waste collection (copy attached).

In 2006, amendments were made to the *Environment Act* legislating a new disposal target of 300 kg/person/year by the year 2015. In 2007-08, 430 kg of waste per person per year were landfilled. The reduction target of 300 kg is the most aggressive waste reduction goal in Canada.

Mr. Dauphinee outlined the present disposal rates. In 2011-12, Victoria County's diversion rate was 31%. Diversion rates are based on 1989 disposal data. In language of new diversion targets based on kg/person, Victoria County's disposal rate for 2011-12 was 390 kg/person, 5 kg below the provincial average. How to divert the additional 90 kg/person/year by 2015 was discussed.

A number of municipalities across the province have gone with a clear bag waste collection. A clear bag program requires translucent clear bags for waste instead of the traditional black bag. A clear bag program increases participation in existing blue bag and organics programs. Clear bags allow for improved monitoring and compliance with the current recycling and organics programs. Worker safety is also improved, as it is easier to identify what is in the bag before collecting and sorting.

Mr. Dauphinee outlined the advantages of switching to clear bags. This collection system encourages people to become more conscious of how they are separating their waste. It also increases social pressure resulting in higher participation rates. The costs of transferring and disposal of waste to outside landfills also decreases.

Over one-half of municipalities in Nova Scotia are using clear bags and the results have been an increase in diversion of recyclables and organics from the waste stream. Mr. Dauphinee outlined the percentage decrease in residential waste, and the increase in recycling and organic programs as a result of clear bag collection.

The concerns with regard to the clear bag collection were outlined and included privacy, cost, availability, unsightliness and illegal dumping and burning. The compliance issue of clear bag collection was also outlined.

Mr. Dauphinee outlined the program implementation considerations and the impact on existing operations should a clear bag waste collection system be implemented. Education is key in achieving the diversion targets.

Councillor Dauphinee questioned on how a clear bag program would be monitored in areas where garbage boxes are used by multiple residents. Mr. Dauphinee indicated that by keeping the lines of communication open and monitoring the results, he felt the black bags inserted in the garbage boxes would disappear over time.

Councillor Buchanan questioned on how the use of the onsite dumpsters at the transfer stations would be monitored and it was felt the same would apply as the garbage boxes. Over time there will be compliance and it is not anticipated that 100% compliance will ever take place.

Whether our existing facilities could accommodate the recycling and organic diversion as a result of clear bag collection was questioned. Mr. Dauphinee indicated that at present, the Neil's Harbour Depot is tight for space. He indicated that it is not proposed that the clear bag

collection start immediately. It will be given consideration over the next while with a possible start up in summer 2014.

Councillor Budge questioned if a clear bag collection is instituted, can the black bags at curbside be taken with a notice left behind that they are not in compliance, the garbage will be taken this time, but if don't comply in future it will be left at curbside. A compliance notice system such as this could be implemented.

Commercial waste was discussed. Commercial waste generators must also comply with the new clear bag collection system if implemented.

Councillor MacInnis questioned if stored materials could be wrapped in a tarp material such as that used in the big round hay bales. Mr. Dauphinee indicated he could look into better tarping materials than presently used.

The expansion of the Neil's Harbour Depot was discussed. Plans are being drafted at present for a washroom facility at the Depot and maybe a further expansion could considered for storage at the same time.

Discussion took place on education and it was felt that a re-vitalization of the education program is necessary.

After further discussion, Deputy Warden Patterson extended a vote of thanks to Mr. Dauphinee for his presentation.

#### **APPROVAL OF MINUTES – APRIL 29, 2013**

The minutes of the April 29, 2013, meeting of Victoria County Municipal Council were presented for approval.

**It was moved by Councillor Dauphinee, seconded by Councillor Buchanan, that the Victoria County Municipal Council minutes of April 29, 2013, be approved as presented. Motion carried.**

#### **BUSINESS ARISING FROM MINUTES**

Sandy Hudson questioned on the non-motorized moose hunt and requested clarification on the proposed lottery system being suggested. Clarification was provided.

#### **DISTRICT CONCERNS**

##### **District #6**

Councillor Dauphinee indicated that the unsightly premises at Ingonish Centre has not been remediated as ordered and the thirty days has expired. He questioned on how action will be taken to have this property cleaned up.

He also brought forward another dangerous and unsightly premise in the Ingonish area. A home destroyed by fire at 53 Roper Road is dangerous and unsightly and he would like to initiate the process to have this property cleaned up.

**District #8**

Councillor Buchanan questioned on the status of the green gyms. Applications were received for District #5 and #8. No applications were received for District #2 and #3. If no other applications are received, we will proceed to order the equipment by the end of May.

Councillor Buchanan brought up the matter of the unsightly condition of the former salt silo at Wreck Cove.

**District #4**

Councillor MacInnis questioned on the process to be followed with regard to dangerous and unsightly premises.

**It was moved by Councillor MacInnis, seconded by Councillor Buchanan, that a representative from the Department of Fisheries, Marketing Division, be requested to come to Council in August to provide and update on their mandate in relation to marketing fish products in Victoria County. Motion carried.**

Councillor MacInnis questioned on the taxation of community halls. Sandy Hudson advised that on checking with other municipalities, the procedure we have in place is in compliance with other municipalities. Community halls are assessed commercially, but the tax rate applied to the assessment is the residential rate.

**District #2**

Councillor Grant provided notice of motion at the last meeting that he would be presenting a motion opposing the expansion of the Parks and Protected Areas in Victoria County.

Councillor Grant previously presented Council members with an outline of his opposition for expansion of the protected areas within the County by an additional 13%.

**It was moved by Councillor Grant, seconded by Councillor Dauphinee, that Victoria County already has 27% of its land mass protected under the Provincial Parks and Protected Areas (Wilderness Areas, National Parks, etc.) and is opposed to further addition**

**of Crown Land to protected status in the County. Motion carried with Councillor Budge casting a dissenting vote.**

Councillor Grant indicated that contractors dump excess loads of concrete in the Beverly's Hill Road area. He was advised to contact the Department of Transportation and Infrastructure Renewal concerning this matter.

**District #1**

Councillor MacNeil indicated that Central Cape Breton Community Ventures received approval for funding last year from the Municipality in the amount of \$15,000.00 contingent on ECBC funding. He advised that ECBC has just come forward with their funding and he wanted to ensure that the municipal funding would still be in place. They have decreased their request from \$15,000.00 to \$10,000.00. The funding will be available.

**It was moved by Councillor MacNeil, seconded by Councillor Budge, that a letter be forwarded to the Department of Transportation and Infrastructure Renewal requesting that all dirt roads in District #1 be investigated for gravel. Motion carried.**

**It was moved by Councillor MacNeil, seconded by Councillor MacInnis, that the Department of Transportation and Infrastructure Renewal be requested to investigate ditching for the area from Tom Nicholas to the Community Centre in Little Narrows. Motion carried.**

**2013-2014 BUDGET**

Sandy Hudson presented Council with the first draft of the 2013-2014 budget, as well as a list of financial requests, for review prior to the Budget Committee meeting.

The Budget Committee will meet tomorrow at 4:30 p.m.

**NOVA SCOTIA POWER MEETING**

Sandy Hudson advised that he was contacted by Rob Wadden, NSPI, regarding a meeting at the Inverary Resort on Thursday, May 16, 2013, from 6:30 p.m. to 8:30 p.m. This meeting is for both CBRM and Victoria County. Council members available are encouraged to attend.

**RESIDENTIAL HEAVY GARBAGE COLLECTION**

Tenders were received for a County-wide residential heavy garbage collection. Sandy Hudson advised that two tenders were received for Area 1 – North of Smokey:

- Dingwall Trucking - \$14,000.00

- B & M Disposal - \$15,347.00

Dingwall Trucking will be retained to complete the collection in the northern area of the County.

Five tenders were received for the southern area of the Municipality from the foot of Smokey south.

- Baddeck Construction Ltd - \$23,900.00
- Loch Bhreagh Construction - \$25,200.00
- Hazeldale Milling & Trucking - \$22,750.00
- B & M Disposal - \$13,281.00
- Kilkare Transport Ltd - \$15,500.00

Councillor MacNeil advised he was contacted concerning consideration being given to a Victoria County company who employ Victoria County residents. Our policy indicates that unless there is a compelling reason not to, the tender be awarded to the low bidder.

B & M Disposal will be awarded the tender for the residential heavy garbage collection in the southern area of Victoria County.

Sandy Hudson advised that the contract to transfer waste from Dingwall to Baddeck and Baddeck to Guysborough expires in November of this year. Consideration may be given to hauling this waste by our own means. This would require the purchase of a new truck and the hiring of additional staff. Further discussion will take place on this matter at a future meeting.

### **CORRESPONDENCE**

1. Request from Heart and Stroke Foundation to proclaim June 1, 2013, “National Health and Fitness Day” in the Municipality of the County of Victoria.

**It was moved by Councillor MacInnis, seconded by Councillor MacNeil, that June 1, 2013, be proclaimed “National Health and Fitness Day” in the Municipality of the County of Victoria. Motion carried.**

2. Request from the Early Childhood Resource Centre to proclaim June, 2013, “Child Care Awareness Month” in the County of Victoria.

**It was moved by Councillor Budge, seconded by Councillor MacInnis, that June, 2013, be proclaimed “Child Care Awareness Month” in the Municipality of the County of Victoria. Motion carried.**

### **NEXT COUNCIL**



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The next meeting of Victoria County Municipal Council will be held at the Ski Cape Smokey Lodge, Ingonish Ferry, on Monday, May 27, 2013, at 5:00 p.m.

**ADJOURN**

There being no further business, on motion of Councillor MacInnis, seconded by Councillor Dauphinee, the meeting adjourned at 7:15 p.m.

Sandy Hudson, CAO

Bruce Morrison, Warden