



# Social Services

District of Sault Ste. Marie Social Services

Administration Board

Conseil d'Administration des Services du District Sault Ste. Marie

Zhawenimi-Anokiitaagewin



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## **AGENDA**

*DSSMSSAB REGULAR BOARD MEETING*

*Thursday, January 28, 2021 at 4:30 PM*

*Zoom Video Conference*

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### **1. CALL TO ORDER**

### **2. Election of Executive**

Election to be conducted by the CEO.

1. Chairperson
2. Vice-Chair
3. Secretary
4. Treasurer

*REFERENCE: 2020 Executive: Chair–L. Dufour, Vice-Chair–J. Gawne, Secretary–K. Lamming , Treasurer–M. Bruni*

#### **Resolution #21-001**

Moved By: D. Edgar

Seconded By: J. Gawne

- 2.1 **“BE IT RESOLVED THAT** the slate of officers in the positions of Chair, Vice Chair, Secretary, and Treasurer for the 2021 District of Sault Ste. Marie Social Services Administration Board executive positions be accepted as elected

Chairperson -  
Vice-Chair -  
Secretary -  
Treasurer -

### **3. APPROVAL OF AGENDA**

#### **Resolution #21-002**

Moved By: D. Hilsinger

Seconded By: M. Bruni

- 3.1 “**BE IT RESOLVED THAT** the Agenda for January 28, 2021 District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.”

### **4. DECLARATIONS OF PECUNIARY INTEREST**

### **5. APPROVAL OF PREVIOUS MINUTES**

#### **Resolution #21-003**

Moved By: J. Gawne

Seconded By: M. Bruni

- 5.1 “**BE IT RESOLVED THAT** the Minutes from the District of Sault Ste. Marie Social Services Administration Board meeting dated December 10, 2020 be adopted as recorded.”

### **6. DIRECTOR OF HOUSING SERVICES PRESENTATION – Jeff Barban Development, Construction and Renovation Year End Update**

### **7. MANAGER REPORTS**

#### **HOUSING**

#### **Resolution #21-004**

Moved By: C. Gardi

Seconded By: K. Lamming

- 7.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept a \$135,000 one-time funding disbursement from Ontario for mental health and addictions investment.”

**Resolution #21-005**

Moved By: D. Edgar

Seconded By: J. Gawne

- 7.2 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the January 28, 2021 100th Urgent Homeless Person Housed report of the Director of Housing Services as information.”

**Resolution #21-006**

Moved By: D. Hilsinger

Seconded By: M. Bruni

- 7.3 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the January 28, 2021 report of the Director of Housing Services and award \$38,841 of Canada-Ontario Community Housing Initiative (COCHI) administration funds and \$24,900 Ontario Priorities Housing Initiative (OPHI) administration funds to the Sault Ste. Marie Housing Corporation (SSMHC) to invest into their capital plan.”

**Resolution #21-007**

Moved By: J. Gawne

Seconded By: M. Bruni

- 7.4 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) purchase from the City of Sault Ste. Marie the unsold tax sale properties located at 23 Blake Avenue and 148 Dacey Road (rear) at a cost of \$1 each and transfer the assets to the SSMHC at time of closing.”

**CARRIED BY EVOTE December 22 2020**

**8. CORRESPONDENCE**

- 8.1 Correspondence dated January 19, 2021 received from the Minister of Health allocating one time funding for the 2020 calendar year for COVID related paramedic services' expenses.

**9. OTHER BUSINESS / NEW BUSINESS**

## **10. ADJOURNMENT**

### **Resolution #21-008**

Moved By: D. Edgar

Seconded By: K. Lamming

10.1 **"BE IT RESOLVED THAT** we do now adjourn."

### **NEXT REGULAR BOARD MEETING**

Thursday, February 18, 2021 4:30 PM



# Social Services

District of Sault Ste. Marie Social Services  
Administration Board  
Conseil d'Administration des Services du District Sault Ste. Marie  
Zhawenimi-Anokiitaagewin



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## **MINUTES**

*DSSMSSAB REGULAR BOARD MEETING  
Thursday, December 10, 2020 at 4:30 PM  
Zoom Video Conference*

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<b>PRESENT:</b>	L. Dufour R. Niro S. Hollingsworth	J. Gawne P. Christian	K. Lamming M. Bruni
<b>STAFF:</b>	M. Nadeau J. Barban	D. Petersson R. Rushworth	C. Fairbrother S. Ford
<b>REGRETS:</b>	D. Edgar		

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**1. CALL TO ORDER** at 4:32 PM by Board Chair, L Dufour

**2. APPROVAL OF AGENDA**

**Resolution #20-127**

Moved By: S. Hollingsworth

Seconded By: P. Christian

2.1 **“BE IT RESOLVED THAT** the **Agenda for December 10, 2020** District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.”

**CARRIED**

**3. DECLARATIONS OF PECUNIARY INTEREST**  
**NONE**

**4. APPROVAL OF PREVIOUS MINUTES**

**Resolution #20-128**

Moved By: J. Gawne

Seconded By: M. Bruni

- 4.1 “**BE IT RESOLVED THAT** the Minutes from the District of Sault Ste. Marie Social Services Administration Board meeting dated **November 12, 2020** be adopted as recorded.”

**CARRIED**

**5. MANAGER REPORTS**

**CORPORATE SERVICES**

**Resolution #20-129**

Moved By: R. Niro

Seconded By: K. Lamming

- 5.1 “**WHEREAS** the District of Sault Ste. Marie Social Services Administration Board deems it necessary to borrow the sum of \$4,000,000.00 to meet, until current revenue is collected, current expenditures for the year 2021; and;

**WHEREAS** the total amount of the estimated revenues of the Board for the year 2021 not including revenue derived or derivable from the sale of assets, borrowing, Provincial subsidy, or from a surplus, including arrears of revenues and proceeds from the sale of assets is estimated to be in the excess of \$16,000,000.00;

**THEREFORE BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board pursuant to Section 9 of the District Social Services Administration Boards Act, RSO 1990, Chapter D.15 and amendments thereto, ENACTS as follows:

1. The Chair and the Treasurer are hereby authorized, on behalf of the District of Sault Ste. Marie Social Services Administration Board, to borrow from time to time by way of promissory note from the Royal Bank of Canada or any person, a sum or sums not exceeding \$4,000,000.00 to meet, until the revenues are collected, the current expenditures of the Board for the year, including the amounts required for the purpose mentioned in Section 9(3) of the District of Social Services Administration Boards Act and to give on behalf of the Board to the Bank or lender, a promissory note or notes, sealed with the corporate seal and duly signed for the moneys so borrowed, with interest, which may be paid in advance

or otherwise, with interest at the Bank's prescribed lending rate or another persons' lending rate from time to time.

2. All the sums borrowed pursuant to the authority of this bylaw, as well as all other sums borrowed in this year and in previous years from the said Bank or lender for any or all purposes mentioned in the said Section 9 shall, with interest thereon, be a charge upon the whole of the revenues of the Board for the current year and for all preceding years as when such revenues are received."

**CARRIED**

## **EARLY YEARS SERVICES**

### **Resolution #20-130**

Moved By: P. Christian

Seconded By: J. Gawne

- 5.2 **"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve a revised funding formula for Indigenous-led child care programming as outlined in the December 10, 2020 report and attached schedule of the Director of Early Years Services."

**CARRIED**

## **PARAMEDIC SERVICES**

### **Resolution #20-131**

Moved By: M. Bruni

Seconded By: S. Hollingsworth

- 5.3 **"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the December 10, 2020 Fleet Replacement Schedule report of the Chief of Paramedic Services and approve the paramedic ambulance and vehicle replacement schedule as detailed in the report and attached schedule."

**CARRIED**

## **CEO**

### **Resolution #20-132**

Moved By: J. Gawne

Seconded By: P. Christian

- 5.4 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the December 10, 2020 Homemakers and Home Supports report of the Chief Executive Officer and enter into an agreement with the City of Sault Ste. Marie to become the contracted broker agency for the Homemakers and Nursing Service program.”  
**CARRIED**

## **ADMINISTRATION**

### **Resolution #20-133**

Moved By: K. Lamming

Seconded By: R. Niro

- 5.5 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board continue to hold their 2021 regular monthly Board Meetings generally on the third Thursday of each month at 4:30 p.m. as listed below:

Thursday, January 28, 2021

Thursday, February 18, 2021

Thursday, March 18, 2021

Thursday, April 15, 2021

Thursday, May 20, 2021

Thursday, June 17, 2021 (Sault North or Prince Township)

Thursday, July 15, 2021 (at discretion of Board)

Thursday, August 19, 2021

Thursday, September 16, 2021

Thursday, October 21, 2021

Wednesday, November 10, 2021

Thursday, December 9, 2021”

**CARRIED**



**Resolution #19-135**

Moved By: S. Hollingsworth

Seconded By: K. Lamming

- 5.6 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board now enter into closed session for labour relations purposes.”

**CARRIED**

Entered into closed session at 5:02 PM

**Resolution #19-136**

Moved By: P. Christian

Seconded By: M. Bruni

- 5.7 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board now returns to open session.”

**CARRIED**

Returned to open session at 5:13 PM

**6. CORRESPONDENCE**

**7. OTHER BUSINESS / NEW BUSINESS**

Update on purchase of 49 St Mary’s River Drive

- Tenants were provided instruction on our procedures and appreciate the option of electronic payments

Update on Rosedale

- Day Care location has been turned over to Child Care Algoma and they are moving in equipment and supplies
- Continuing to work on their operating license
- Algoma Family Services will be occupying their space in the week of December 14
- The rental units should be ready for occupancy the end of December to mid January

Helping Hands were the recipients of the latest 100 Women fundraising campaign and received \$9,640. Helping Hands are also working on their charitable status and should receive their CRA registration number soon.

## 8. ADJOURNMENT

### Resolution #20-134

Moved By: D. Edgar

Seconded By: K. Lamming

8.1 "BE IT RESOLVED THAT we do now adjourn."

**CARRIED**

Meeting adjourned at 5:22 PM

### NEXT REGULAR BOARD MEETING

Thursday, January 28, 2021 4:30 PM



**Social Services | Services Sociaux  
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Sault Ste. Marie District

**Here to help.  
Ici Pour Aider.**

## **District of Sault Ste. Marie Social Services Administration Board Development, Construction and Renovation Year End Update**

The District of Sault Ste. Marie Social Services Administration Board's Housing Services Division has been providing project management for renovations to homes, housing complexes and apartment buildings over the past 26 years.

In 2019-2020, the organization has seen an influx of new development, construction and renovations attributed to the DSSMSSAB's mission and vision, and funding opportunities provided by the Federal and Provincial governments.

## 2019-2020 Highlights & Progress into 2021+

**668 & 672 Second Line West, Sault Ste. Marie, ON**

**Construction costs:** \$6,200,000

**Construction Start:** November 19, 2018

**Completion:** January 1, 2020

**Target community:** Affordable Housing for Independent Seniors, Seniors requiring light supports & Developmentally Delayed Individuals



## Overview:

The 668 and 672 Second Line West development is situated on a former vacant parcel of property zoned multi-residential and owned by the Sault Ste. Marie Housing Corporation since 1971. The Community Housing and Development division completed both a Phase 1 and 2 study on the property and began preliminary developments.

Initially proposed was development of the property to accommodate four (4) eight (8) unit apartments allowing for the gradual development of the property as funds were made available. In early 2018, the DSSMSSAB committed capital funding through reserves, secured a commercial loan and received funding from the Province of Ontario's Investment in Affordable Housing program.

The services of a consulting team were secured and a site plan was developed for two apartment buildings. The first building contains eight (8) 1-bedroom affordable market rent apartments for developmentally delayed individuals and/or seniors requiring light supportive services.

Amenities within the first building includes:

- A common room containing a kitchen, dining and lounge area
- Staff office and washroom facilities on each floor
- Remote unit monitoring capabilities for tenant safety

The second building contains nine (9) 1-bedroom affordable market rent apartments for seniors, a community hub for the Sault Ste. Marie Housing Corporation (SSMHC) tenants residing in the immediate area, and laundry facilities to also serve both tenants and neighbouring SSMHC community.

Both buildings heating and cooling systems are controlled by one central building management system. Prior to construction, meetings were held with the consultant team for design requirements and the City of Sault Ste. Marie's Development Assistance Review Team to ensure that the development would not face any barriers. The project was tendered in three (3) development phases: 1A - Site Services, 1B - buildings, and 1C - Surface Works to ensure costs were maximized with the Housing Services team managing tendering and contract management ensuring the project would meet the submitted contractor schedule and development funding milestones.



The Second Line West apartment complex was designed with the latest energy savings technology and surpasses all performance expectations with minimal heating and cooling costs. All units are fully rented and the building's revenues are covering all operating costs and providing funds to contribute to the capital reserve.

Housing Services continues to work on developing the remaining vacant space on the east side of this property which is now fully serviced and shovel ready.

## Former Public School Conversion to Multi-Use Facility - 90 Chapple Avenue

**Renovation costs:** \$5,100,000

**Construction Start:** February 21, 2019

**Completion:** January 01, 2020

**Target Community / Use:** Affordable market rent units for seniors, Daycare & EarlyON Facility, Community Hub



## Overview:

The DSSMSSAB acquired this property through the surplus sale of schools from the Algoma District School Board in January 2019. The site contained a school situated on 9.27 acres of prime land in the city centre, surrounded by over 400 community housing units, a community park and all amenities.

The re-development of this school contains provisions for:

- Nine (9) affordable market rent apartments for seniors consisting of seven (7) 1-bedroom apartments (1 accessible) and two (2) 2-bedroom apartments (1 accessible);
- 10,184 sq. ft. of leased space for a daycare and Ontario EarlyON Centre with plans to pilot an intergenerational program with the senior occupants of the building;
- 2270 sq. ft. of leased space for a community partner, Algoma Family Services. They will be operate out of three (3) programing rooms, three (3) offices, and one (1) meeting room;
- 4,400 sq. ft. community hub which consists two (2) offices for Ontario Works Community Case Managers and Sault Ste. Marie Housing Corporation property management staff, community kitchen, café lounge and gymnasium.

All three occupants have access to the Hubs' community teaching kitchen, café lounge, and gymnasium.

This development was funded through DSSMSSAB reserves, the Ontario Investment in Affordable Housing Program, Ontario Priorities Investment Fund, and Ministry of Community Services and Social Services (daycare component).

Once acquired, Housing Services immediately began work to repurpose this site. In January 2019 a rezoning application was submitted to comply with all three site uses for the section of the parcel of property containing the former school.

A request for proposal for consulting services was issued and a consulting firm was awarded. Housing Services had a preliminary layout completed for all three components of the building and specification for interior finishes. Design meetings soon began to develop a site-plan. Meetings were arranged with the City of Sault Ste. Marie's Development Assistance Review Team to ensure the design complied with city bylaws.





In February 2019, a tender was issued for complete removal of asbestos, all existing mechanical and electrical components within the building. This work was completed and in June 2019, a tender followed for the replacement roof which was completed in the early September.

General construction began in December 2019 following a tender award for the renovation of the building.

At time of writing, the daycare and community hub have been issued temporary occupancy. The daycare provider is in the process of receiving their license to operate.

The other lease holder, Algoma Family Services, has been operating two (2) separate programs on site as of December, 2020.

Apartment suites will be ready for occupancy February / March 2021. The project will generate sufficient revenue to cover all operating costs and contribute to the Sault Ste. Marie Housing Corporation capital reserve.



**Social Services Steelton Centre Multi-Use Facility - 235 Wellington Street W.**

**Renovation costs:** \$570,000

**Construction Start:** April 14, 2020

**Completion:** June 30, 2020



## Overview:

The Steelton Centre most recently operated as a senior's drop-in programming site owned and operated by the City of Sault Ste. Marie. The centre was relocated over the past several years and remained vacant. Through negotiations, the DSSMSSAB acquired the surplus property from the City for \$2.00 in 2019.

The building consists of two parts adjoined by a central entrance way. The western portion of the building was built in 1906 with standard wood construction and with a brick exterior. The eastern portion was added in 1968 and was constructed with steel and wood with a brick exterior. The addition brought the total square footage of the building to 8,143 square feet.

The DSSMSSAB's intent with this site was to renovate the eastern portion of the building to operate at as an emergency shelter for women, youth and family. This shelter was currently operating elsewhere in the community and could not meet current COVID requirements or provide accessible accommodations. The retrofit of this site would better suit the needs of the shelter today and into the foreseeable future.

The project was funded through the Government of Canada's Reaching Home Program and Sault Ste. Marie Housing Corporation capital budget. To expedite construction, the Housing Services team acted as the general contractor and began by hiring a mechanical and electrical consultant to design the new heating and cooling systems and provide necessary drawings to outline all required renovation work.

The renovation work consisted of:

### *Electrical/Mechanical Contactor:*

- Installation of two (2) new high efficiency gas furnaces to replace aging electric models;
- Replacement / upgrade of two roof top air-conditioning units;
- Electric domestic hot water replacement with high efficiency gas fired hot water tanks;
- Replacement and upgrade of all electrical panels and associated wiring to the renovated area;
- Repair/replace pumps and various parts to the existing hot water boiler system;
- Upgrades to fire alarm system to meet current standards;
- Supply and install of new plumbing fixtures.



*General Construction Contractor:*

- Interior framing installed to facilitate insulation to exterior walls;
- Expansion and renovation of existing 1<sup>st</sup> floor washroom to meet accessibility standards (complete with roll in shower);
- Addition of two shower rooms on the second floor;
- Removal of existing walls and doors with installation of new walls and doors for additional rooms as outlined on the drawings;

*Flooring contractor:*

- Flooring replacement throughout entire second floor and vinyl tile repair on first floor;
- Installation of rubber cove baseboard throughout

*Painting Contractor:*

- Patching of drywall to ceilings and walls throughout;
- Painting the entire shelter (eastern building)

*MUA and Roof replacement:*

A tender was issued for roof and HVAC upgrades for the eastern building in June 2020. This tender called for the supply and installation of a new thermoplastic membrane and four (4) new high efficiency gas fired heat / electric cooling units with a free-cooling economizer. This work was completed in early September 2020.

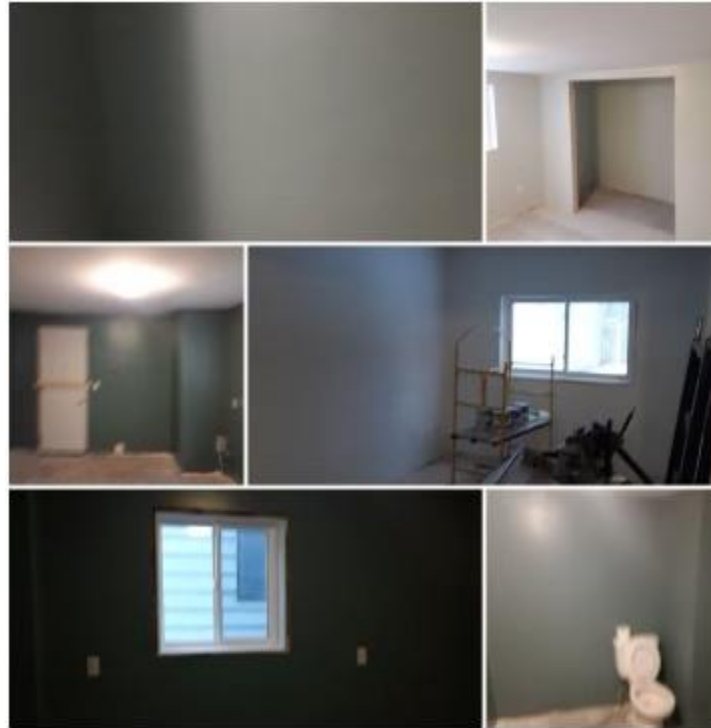
Overall, the Social Services' Steelton Centre renovation was completed on time and on budget. The renovated building has been repurposed within the community and is now offering shelter services that meet current pandemic and accessibility standards. Current utility costs for the shelter operations have been reduced by over 50% since moving to this location.

Plans are underway to develop the western wing of the building to house eight (8) transitional units on the 2<sup>nd</sup> floor and a community partner on the 1<sup>st</sup> floor to operate youth programming.



## Affordable Home Ownership Program

**Properties:** 48 London Street, 53 London Street, 222 Brown Street



## Overview:

In 2019, the DSSMSSAB introduced a unique pilot program called the **Affordable Home Ownership Program (AHOP)**.

This program is designed to provide low-income individuals and families residing in rent-geared-to-income housing who have successfully obtained and maintained employment an opportunity to own a home. Neighbourhoods in the downtown core of Sault Ste. Marie will be prioritized as a push to revitalize an area within the city that has trending low assessment values. It is hoped that the DSSMSSAB's effort will promote additional private sector investment in these neighbourhoods leading to increased assessment values, increased revenue base for the municipality, and a home for those who may face challenges in obtaining a traditional mortgage.

The AHOP program will continue in perpetuity as homes are renovated and sold to qualifying families and/or individuals. All proceeds are reinvested back into the program. This program was made possible by a \$600,000 investment by the Ministry of Municipal Affairs and Housing and \$299,000 by the DSSMSSAB.

Identifying qualifying homes, assessing renovations required and providing detailed estimates for the required renovation work all fall within the responsibility of the Housing Services team. The team then enters into negotiations with property owners to purchase properties and ensure the sale price combined with the renovation costs will not exceed the program range of \$100,000 to \$110,000.

Once a property is purchased, the Housing Services team applies for all applicable permits and manages the entire renovation process, including hiring and coordinating all required trades. All renovation work is inspected to ensure compliance to the building code and it is completed as specified.

A unique feature of the program is that the renovation of the homes provides the opportunity for the Ontario Works Building and Maintenance Certificate training program participants to gain experience in general carpentry, drywall, flooring and painting as required in each home.

There are currently three (3) homes purchased under AHOP. One is 90% complete with renovations recently started on the second home.



**Former Sacred Heart School Retrofit – 721 Wellington Street E.**

**Cost:** Currently underway

**Completion:** Target 2022



## **Overview:**

The site of the former Sacred Heart School was purchased to be transformed into a multi-purpose facility. The site was acquired in Q4 2020. HOUSING SERVICES is now meeting with a design team to establish a preliminary design.

The facility will be renovated and repurposed to accommodate the following:

### **1. *Downtown Base for Paramedic Services***

Recent study determined the local downtown core had opportunity to increase emergency services response times. The addition of a downtown ambulance base will address the recommendation

### **2. *Reimagined Neighbourhood Resource Centre***

Sault Ste. Marie Police Service signaled its intention to wind down operations at the former Neighbourhood Resource Centre located on Gore Street in early 2020. Since that time, Social Services recognizes the importance of this neighbourhood model and plans to assume operations within the facility with a compliment of service providers on site.

### **3. *Transitional Housing Facility for Men Experiencing Homelessness***

Housing Services is hopeful to receive funding from the Canadian Mortgage and Housing Corporation (CMHC) Rapid Housing Initiative (RHI). The RHI aims to create new affordable housing for people and populations who are vulnerable. Housing Services plans to offer 20-25 transitional beds for men who are homeless or at risk of homelessness, and are awaiting subsidized housing. Housing Services is hopeful of an approval on this project in Q2, 2021.

### **4. *Emergency Shelter Facility for Men***

Housing Services received notice in 2020 from the current Men's shelter provider that they no longer wish to operate a shelter component as part of their operation. Housing Services will be moving forward to renovate space within this facility to accommodate a new men's shelter facility. The new facility will allow for inclusion of an accessible accommodation and the ability to accommodate requirements related to COVID-19.





## New Centralized Social Services Office

**Cost:** Currently underway

**Completion:** Target 2023





## **Overview:**

Under the current strategic plan and consultant's operational review, there was identified opportunity that the DSSMSSAB move to a shared delivery service between all Social Services' areas, Ontario Works, Early Years, and Housing Services. At present time, our customers, many whom are mutual between our service delivery areas, must attend different locations to receive service for different items (ie. Ontario Works in one building, Housing in another).

A shared delivery service would allow for all umbrellas of our agency to work under one roof, and create a one-stop shop for all services offered. The DSSMSSAB had identified its intent to remain in the downtown core, therefore moving to purchase the Ontario Works building from the City of Sault Ste. Marie in late 2019.

In early 2020, the DSSMSSAB approved a request for proposal for professional consulting services for building addition / alterations for the 540 Albert Street West (Ontario Works) to provide an assessment of the buildings overall condition, and to provide the feasibility of either (a) renovating the existing building (b) renovating and constructing an addition to the existing building, and/or (c) constructing a new building.

David Ellis Architect, the successful bid, has since provided a report that costs associated with renovating and constructing an addition on the existing building would prove to be costlier than building new. Planning has since moved forward to design a new space to accommodate all umbrellas of the DSSMSSAB's core business. The new space will be located adjacent to the existing Ontario Works building on Brock Street on the site of the former Barton and Kitley Funeral Home and a Triplex.

The proposed design calls for four (4) storeys with a lobby that will allow for a collaborated space for clients from all service areas to be served from one location. Operationally, the DSSMSSAB will no longer need to rent two separate office spaces and staff will no longer need to travel from one location to another to meet. The architect is working closely with Senior Management and staff to develop floor plan layouts.

It is hopeful to have a the project shovel ready in spring 2020 with construction taking approximately 2 years to complete.



## Investing in Market Rent Apartment Buildings

**Cost:** Varies

**Acquisitions to date:** 3

Over the next five years as government subsidies decline and debentures expire, the SSMHC is more reliant on District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) funding to support its operations.

To offset increased DSSMSSAB funding, Housing Services is actively pursuing the purchase of private sector apartment buildings with intent to be rented at current market rent levels. The market rent properties will generate revenue to offset the cost of its subsidized rental units lowering the overall operating costs for the SSMHC and reduce the subsidy required from the DSSMSSAB.

A Property Procurement Committee was formed to investigate and recommend to the board the purchase of profitable market rent properties that become available.

In 2020, three (3) market rent apartment buildings were purchased by SSMHC:





**Station 49 Apartments | 49 St. Mary's River Drive**

**Purchased:** December 2020 | **Purchase Price:** \$6,250,000

49 St. Mary's River Drive is comprised of 102 units and is now the Corporation's second largest apartment building following 615 Bay Street. This property is ideally located in a prime waterfront location downtown, next to Station Mall and other amenities. SSMHC sees a lot of potential in this building due to the location. The building is well maintained. SSMHC is familiar with this building as it has been part of the rent-supplement program for many years.



### **39 Chapple Avenue**

**Purchased:** May 2020 | **Purchase Price:** \$900,000

39 Chapple Avenue is comprised of 12 units and compliments the existing portfolio of properties on Chapple Avenue. The building is located next to SSMHC's senior building, 55 Chapple Avenue and is fully rented.



**159 Gibbs Street**

**Purchased:** March 2020 | **Purchase Price:** \$725,000

159 Gibbs Street is an 8 unit apartment building located at a dead end in the east end of town close to many amenities, the apartment is comprised mainly of long-term mature tenants. Two units have been refreshed following acquisition.



# Social Services

District of Sault Ste. Marie Social Services

Administration Board

Conseil d'Administration des Services du District Sault Ste. Marie

Zhawenimi-Anokiitaagewin



## BOARD REPORT

**AUTHOR:** Jeff Barban

**DATE:** January 28, 2021

**RE:** New Provincial One-Time Mental Health and Addictions Funding

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### RECOMMENDATION

It is recommended the District of Sault Ste. Marie Social Services Administration Board accept a one-time funding disbursement from Ontario in the amount of \$135,000 for mental health and addictions investment, awarded to select Indigenous Program Administrators and Service Managers.

### BACKGROUND INFORMATION

The Province is allocating a one-time funding allotment in addition to the Social Services Relief Fund (SSRF) funds and the \$10 million in Provincial funding announced December 10, 2020. All funding is aimed at supporting a range of mental health and addictions-related supports across the province.

The additional funding is a direct result of the SSRF Phase 2 business case submitted to MMAH. Within the business case, Housing Services outlined the need to obtain additional funds, should they become available, to address initiatives / projects to address immediate pandemic needs and long-term housing-based solutions to homelessness post-COVID-19.

### SUMMARY/OVERVIEW

The mental health and addition funding allocation is specific in its use. As outlined in the SSRF Phase 2 business plan submission, Housing Services outlined how the funds will be used to address the local high demand for mental health and addiction services from chronically homeless individuals and those currently served by the Urgent Homeless Program. Specifically:

- The hiring of one (1) additional Intensive Housing Based Case Manager to support clients who are chronically homeless and who are housed under the Urgent Homeless Program;



DATE: January 28, 2021

- Intensive Housing Based Case Management Services to be provided :
  - a. Accept new clients onto caseload who are housed /and on waiting list under “Urgent Homeless” category as determined by Housing Programs Division staff.
  - b. Engage with new clients: review housing and shelter history, and SPDAT results.
  - c. Initiate a support service plan that will address safety, basic needs, relationships, daily activities and life skills, social and community integration, risks and crisis triggers, managing tenancy, economic and wellness opportunities, and goals for greater independence including discharge planning from the case management services.
  - d. Assist clients in accessing clinical supports and support treatment plans, liaise with treatment professionals.
  - e. Complete the SPDAT with clients at the prescribed intervals to identify goal planning areas, on-going housing issues, and the degree of supports required-reporting results to Housing Programs staff.
  - f. Support the landlord/tenant relationship, following up with tenant/landlord to ensure the rent is being paid.
  - g. Conduct regular home visits in order to support clients to maintain their housing unit in good repair by monitoring levels of cleanliness, teaching or reinforcing life skills, and referring to community supports.
  - h. Assist in resolving issues that put the tenancy at risk, including advocating with other services, mediating with neighbouring tenants.
  - i. Help clients prepare the following: monthly budget, weekly calendar of meaningful things to do, Personal Guest Policy, Risk Minimization Plan, and Crisis Plan.
  - j. Connect clients to resources in the community that assist in managing their tenancies, or provide long-term support, as required

(as per OrgCode’s “Excellence in Housing-Based Case Management Resource and Workbook)

- The hiring of one (1) Indigenous Mental Health and Addictions worker to support clients who are chronically homeless and who are housed under their Urgent Homeless Program. The Indigenous Mental Health Worker will work with the Homelessness Prevention Team (HPT) to provide services to indigenous clients who are at risk of being homeless or who are homeless by providing:

DATE: January 28, 2021

- a) Life skills coaching to help Indigenous clients develop a plan and work towards achieving their goals including stabilized mental health and addiction issues and improved housing outcomes.
  
- b) Support to reduce the number of calls to housing providers, landlords, motel owners regarding tenants/clients disruptive behaviors as a result of mental health/addiction issues.
  
- c) Assessments of new Indigenous clients and existing Indigenous tenants referred by the Homelessness Prevention Team for Case Management services and determine the frequency of contact and/or level of intervention.

This new position has the ability to support/assist a minimum of 25 households per month.

**STRATEGIC PLAN IMPACT**

The mental health and addictions related funding aligns with the pillar of **Service Delivery**. These funds are to be used by the DSSMSSAB to address the local homelessness prevention system and allow for our organization in addition to community partners to provide service excellence and continue community awareness.

**FINANCIAL IMPLICATIONS**

There are no net financial implications to the DSSMSSAB.

**CONCLUSION**

The one-time mental health and addictions investment received from the Province will ensure Social Services has the resources to continue to address mental health and addiction services from chronically homeless individuals and those currently served by the Urgent Homeless Program during the COVID-19 pandemic. The investment will also maintain our mission to build and strengthen our community relationships to end chronic homelessness and needs to be committed before March 31, 2021.

Respectfully submitted,

Approved by:



Jeff Barban  
Director Housing Services

Mike Nadeau  
Chief Executive Officer

January 8, 2021

Mike Nadeau  
Chief Administrative Officer, Sault Ste Marie DSSAB  
390 Bay Street P.O. Box 277  
Sault Ste. Marie ON P6A 5L8

Dear Mike Nadeau:

I am pleased to be writing to you today with details regarding new provincial funding to support your efforts to improve the lives of Ontarians living with mental health and addictions issues.

As you know, protecting the health and well-being of all Ontarians continues to be the government's number one priority. That is why the ministry has announced several investments in the housing and homelessness sectors since the beginning of the COVID-19 outbreak – including the province's \$510 million Social Services Relief Fund (SSRF) and more recently, the targeted \$10 million investment to support vulnerable residents living with mental health and addictions issues.

Building off these investments, the province has allocated an additional one-time mental health and addictions investment to select Indigenous Program Administrators and Service Managers. This funding will help address the need for mental health and addictions services by people experiencing or at risk of homelessness during COVID-19, many of whom have been living with a pre-existing mental illness. This funding is part of the \$147 million in new provincial funding that was announced on December 17, 2020, to expand access to the provincial mental health and addictions system.

We know that our Indigenous and municipal partners have been developing creative solutions to addressing housing and homelessness needs – including mental health and addictions needs – during the COVID-19 outbreak and we are pleased to be able to support these vital efforts in your district. Under this investment, we are pleased to confirm that we have approved an additional **\$135,000** in funding for Sault Ste. Marie DSSAB for 2020-21 for the eligible expenses listed below.

This funding is in addition to SSRF funding and the \$10 million in new provincial funding that was announced on December 10, 2020, aimed at supporting a range of mental health and addictions-related supports and services across the province.

As proposed by your staff, this funding will be used to address the high demand for mental health and addictions services from chronically homeless individuals and those currently served by the Urgent Homeless Program.

The ministry is proud to support this initiative and will continue to assist our partners with developing and implementing creative solutions to addressing housing and homelessness challenges during the COVID-19 outbreak.

### **Program Details – Additional Mental Health and Addictions Funding**

To expediate this funding and to help ensure your initiative is delivered as quickly as possible, this additional funding will flow under the province's Social Services Relief Fund Phase 2 Program Guidelines. These Program Guidelines are hereby amended by adding to them the terms set out in Supplement A to this letter. If any of the provisions in Supplement A conflict with or are inconsistent with the Program Guidelines, the provisions of Supplement A shall prevail.

The above amendment forms part of your Service Manager Service Agreement effective January 1, 2013 with Her Majesty the Queen in right of Ontario as represented by the Minister of Municipal Affairs and Housing ("Service Agreement") and any breach of any of the terms of the amendment shall constitute an Event of Default under the Service Agreement. All other provisions of the Service Agreement remain in full force and effect.

To receive this funding, you are required to sign this letter confirming your agreement to the terms and conditions of the funding and return to the Ministry. You may submit your signed confirmation via e-mail to [Housing.Program.mah@ontario.ca](mailto:Housing.Program.mah@ontario.ca).

You are also required to complete and submit the enclosed simplified Investment Plan, outlining the proposed uses of funding by spending category in your service area. Given the pressing need to help support vulnerable residents living with mental health and/or addictions issues during the pandemic, all funding must be spent by March 31, 2021. To ensure adequate time to spend this funding, please ensure the Ministry receives your sign-back letter and Investment Plan **as soon as possible**.

Upon receipt of your sign-back letter and Investment Plan, the Ministry will proceed to process your operating and/or administration fee payment (if applicable). Payments for capital projects will be made upon your submission and Ministry acceptance of Project Information Forms and the required security documentation through the Transfer Payment Ontario (TPON) system.

As noted above, your allocation under this mental health and addictions investment may be used for the following eligible expenses related to the initiative:

- The hiring of one (1) additional Intensive Housing Based Case Manager to support clients who are chronically homeless and who are housed under the Urgent Homeless Program;
- The hiring of one (1) Indigenous Mental Health and Addictions worker to support clients who are chronically homeless and who are housed under their Urgent Homeless Program.

Up to three per cent of the allocation awarded through this investment may be used towards administration costs.

Please note that this funding is only being provided for the 2020-21 fiscal year and you will be responsible for any program expenses not covered by the funding.

As always, I would like to thank you again for all your work during these challenging times. We sincerely appreciate your efforts to assist our most vulnerable residents and I look forward to continuing our work together as we serve the people of Ontario.

Yours truly,

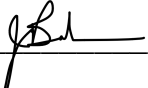
A handwritten signature in black ink that reads "Jim Adams". The signature is written in a cursive style with a large initial "J" and "A".

Jim Adams  
Director, Housing Programs Branch

The undersigned agrees to the terms of the above letter and to comply with the **Social Services Relief Fund Phase 2 Program Guidelines**, as modified by Supplement "A".

**Service Manager:** District of Sault Ste. Marie Social Services Administration Board

Name: Jeff Barban

Signature:  on behalf of Mike Nadeau, CEO

Title: Director of Housing Services

Date: 1/11/21

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date:

I/We have authority to bind the organization.

## Supplement “A”

### **Amendment to Addendum B to the Social Services Relief Fund Phase 2**

The Social Services Relief Fund (“SSRF”) Phase 2 Guidelines are hereby amended by adding to them the provisions set out below which apply solely with respect to the Mental Health and Addictions funding (“Funding”).

#### **1. Business Case**

There is no requirement to complete and submit a Business Case related to the Funding. Rather, a simplified Investment Plan for Funding must be completed and submitted before a payment can be initiated.

#### **2. Administration Fees and Operating Funding Payments**

Full payment of administration fees and operating Funding requested through the simplified Investment Plan will be initiated upon receipt and approval of the Investment Plan and receipt of the sign back letter.

#### **3. Reporting**

No Interim Report or Q3 Report Back will be required for the Funding. Reporting on the Funding will be separate from the reporting on base Community Homelessness Prevention Initiative funding and funding provided under the Social Services Relief Fund.

## Appendix “A” – Simplified Investment Plan





# Social Services

District of Sault Ste. Marie Social Services

Administration Board

Conseil d'Administration des Services du District Sault Ste. Marie

Zhawenimi-Anokiitaagewin



## BOARD REPORT

**AUTHOR:** Jeff Barban

**DATE:** January 28, 2021

**RE:** 100th Urgent Homeless Person Housed

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### RECOMMENDATION

That the District of Sault Ste. Marie Social Services Administration Board accept the report about the 100th Urgent Homeless Person Housed as information.

### BACKGROUND INFORMATION

Social Services introduced our Urgent Homeless Program in 2015. The goal of the program is to house those homeless individuals in our City with the highest acuity while providing intensive supports to help them remain housed. We have partnered with Reaching Home and Built for Zero Canada to help us end chronic homelessness. With the Reaching Home agreement we are required to implement a By Name List and Coordinated access system.

### SUMMARY/OVERVIEW

Our Homeless Prevention Team works tirelessly to house these individuals and provide people with the necessary supports to keep them housed. Our first Urgent Homeless individual was housed in February 2015. Since then we have housed 102 Urgent Homeless Clients. Our 100<sup>th</sup> person was housed in October 2020. Over 70% of our Urgent Homeless clients are still housed today. Our Intensive Housing Based Case Managers provide intensive supports for those individuals for at least one year to ensure they receive the necessary supports through the transition from homeless to housed. An examination of 10 communities using the SPDAT and Intensive Housing Based Case Management by OrgCode Consulting showed that 85% of those clients are still housed. This shows that we are well on track with those statistics with the supports we provide to our community.

With the implementation of our By Name List and Coordinated Access System its has helped us track and pin point those who are chronically and actively homeless and most at need. We are able to provide the proper supports to those with the highest acuity. With real time data and continual coaching calls with Built for Zero the data on our By Name List is always broken down and analyzed. This data helps us follow any trends within our

Homelessness System and identify what is working and what isn't. We then build on what supports are working and learn from stressed areas in our system. This system will also help us increase our ability to help those that are housed remain housed by ensuring they receive the supports necessary.

By partnering with Built for Zero, Sault Ste. Marie is able to see what other communities are doing in their homelessness systems. We are happy to say that Sault Ste. Marie is much further ahead with our system compared to peers. This is all thanks to our Homelessness Prevention Team, our Coordinated Access system our Quality By Name List and ongoing training and support from Org Code Consulting.

**STRATEGIC PLAN IMPACT**

The goal to end chronic homelessness is in line with our mission, vision and values. Our Homelessness Prevention Team will continue to work towards our goal of ending Chronic Homelessness.

**FINANCIAL IMPLICATIONS**

There are no foreseen financial implications.

**CONCLUSION**

With The recent implementation of the By Name List and Coordinated Access system we are that much closer to ending chronic homelessness.

Respectfully submitted,

Approved by:



Jeff Barban  
Director Housing Services

Mike Nadeau  
Chief Administrative Officer



# Social Services

District of Sault Ste. Marie Social Services

Administration Board

Conseil d'Administration des Services du District Sault Ste. Marie

Zhawenimi-Anokiitaagewin



## BOARD REPORT

**AUTHOR:** Jeff Barban

**DATE:** January 28, 2021

**RE:** Awarding of Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI) Administration Dollars to the Sault Ste. Marie Housing Corporation

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### RECOMMENDATION

It is recommended for the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) award \$38,841 of COCHI administration funds and \$24,900 OPHI administration funds to the Sault Ste. Marie Housing Corporation (SSMHC) to invest into their capital plan.

### BACKGROUND INFORMATION

Funding received under COCHI represents a re-investment of Federal funding that has been declining under the Canada-Ontario Social Housing Agreement. These funds provide an opportunity for Service Managers and community housing providers to address the challenges associated with the housing projects reaching the end of operating agreements and/or mortgage maturity.

The OPHI program is modelled after similar, previous affordable housing programs, with the most recent being the investment in Affordable Housing Program Extension (IAH-E). While the program is similar to the ending IAH-E, there are additional notable opportunities available to the Service Manager in this program, including the addition of a support services component and the eligibility of supporting community housing under Ontario Renovates.

Service Managers have been encouraged to view COCHI and OPHI as funding

### SUMMARY/OVERVIEW

The additional funding will be combined with the SSMHC Capital funds for the replacement of energy efficient window and doors to various SSMHC communities.

RE: Awarding of Canada-Ontario Community Housing Initiative (COCHI) and Ontario  
Priorities Housing Initiative (OPHI) Administration Dollars to the Sault Ste. Marie  
Housing Corporation

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DATE: January 28, 2021

**STRATEGIC PLAN IMPACT**

The awarding of COCHI/OPHI funds to the SSMHC impacts the strategic plan in the area of **Service Excellence**.

**FINANCIAL IMPLICATIONS**

There are no net financial implications to the DSSMSSAB as COCHI and OPHI initiatives are fully funded by the Federal Government and the Province of Ontario.

**CONCLUSION**

The additional administrative dollars will ensure the SSMHC continues to maintain its properties and ensure new energy efficient upgrades continue to contribute to lowering the operating costs of the SSMHC.

Respectfully submitted,

Approved by:



Jeff Barban  
Director Housing Services

Mike Nadeau  
Chief Executive Officer



# Social Services

District of Sault Ste. Marie Social Services

Administration Board

Conseil d'Administration des Services du District Sault Ste. Marie

Zhawenimi-Anokiitaagewin



## BOARD REPORT

**AUTHOR:** Jeff Barban

**DATE:** January 28, 2021

**RE:** Acquisition Unsold Tax Sale Property from the City of Sault Ste. Marie

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### RECOMMENDATION

That the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the report as information on the e-vote approved purchase of the following unsold tax sale properties from the Corporation of the City of Sault Ste. Marie at a cost of \$1.00 each:

- 23 Blake Avenue
- 148 Dacey Road

### BACKGROUND INFORMATION

Housing Services continues to work with the Corporation of the City of Sault Ste. Marie's Finance, Planning and Enterprise Services Department to expand affordable housing through the purchase of unsold tax sale properties for \$1.00. The purchase of the properties in this report marks the second round of purchases under this initiative.

The recommendation falls within the asset purchase plan introduced by Sault Ste. Marie Housing Corporation (SSMHC) at the City of Sault Ste. Marie Council meeting on July 16, 2018. The plan specifies that all requests for purchase are to go before Council for its approval.

The properties in this report have previously been offered for public sale by the City of Sault Ste. Marie under their tax sale procedure, but have not resulted in any formal offers. Therefore, the above-mentioned properties remain under the responsibility of the City of Sault Ste. Marie

### SUMMARY/OVERVIEW

The vacant property located at 23 Blake St. is suitable for the construction of a single detached home. Habitat for Humanity has expressed interest in this property to build an

DATE: January 28, 2021

affordable home for an approved family. SSMHC can divest this land to them upon closing.

DSSMSSAB visually reviewed the vacant property at 148 Dacey Road and is of the opinion that this site has potential for future development. At a size of approximately 2.5 acres, this property would allow the DSSMSSAB to be a position to take advantage of the short time lines that are typical with provincial/federal development funds to expand affordable housing.

### **STRATEGIC PLAN IMPACT**

This purchase of both properties will impact two strategic areas, **Innovation** and **Strategic Engagement**. The purchase of tax sale properties is an innovative solution to increasing affordable housing, whereas working with the Corporation of the City of Sault Ste. Marie's Finance Planning and Enterprise Services Department speaks to strategic engagement by providing affordable housing within the city of Sault Ste. Marie.

### **FINANCIAL IMPLICATIONS**

The costs to purchase both properties would be the \$1 plus legal fees estimated at \$800.00. Funds can be utilized from the Investment in Affordable Housing - Ontario Renovates Revolving Fund

### **CONCLUSION**

The purchase of both properties aligns with the District of Sault Ste. Marie Social Services Administration Board's 10 year Housing and Homelessness Plan by investing in the strategic direction of expanding affordable housing in the service area.

Respectfully submitted,



Jeff Barban  
Director Housing Services

Approved by:



Mike Nadeau  
Chief Executive Officer

**Ministry of Health**

Office of the Deputy Premier  
and Minister of Health

777 Bay Street, 5th Floor  
Toronto ON M7A 1N3  
Telephone: 416-327-4300  
www.ontario.ca/health

**Ministère de la Santé**

Bureau du vice-premier ministre  
et ministre de la Santé

777, rue Bay, 5e étage  
Toronto ON M7A 1N3  
Téléphone: 416-327-4300  
www.ontario.ca/sante



eApprove-182-2020-142

January 19, 2021

Mr. Luke Dufour  
Board Chair  
The District of Sault Ste. Marie Social Services Administration Board  
180 Brock Street  
Sault Ste. Marie ON P6A 3B7

Dear Mr. Dufour:

I am pleased to advise you that the Ministry of Health will provide The District of Sault Ste. Marie Social Services Administration Board up to \$263,809 in one-time funding for the 2020 calendar year to support paramedic services and dispatch centres as part of the COVID-19 response in the emergency health services sector.

The Assistant Deputy Minister of Emergency Health Services will write to the The District of Sault Ste. Marie Social Services Administration Board shortly concerning the terms and conditions governing the funding.

Thank you for your ongoing dedication and commitment to protect the health and safety of the people of Ontario during the COVID-19 pandemic.

Sincerely,

A handwritten signature in cursive script that reads "Christine Elliott".

Christine Elliott  
Deputy Premier and Minister of Health

c: Mr. Mike Nadeau, Chief Administrative Officer, The District of Sault Ste. Marie Social Services Administration Board

bc: Ms. Susan Picarello, Assistant Deputy Minister, Emergency Health Services Division  
Mr. Jim Yuill, Director, Financial Management Branch  
Mr. Jeffrey Graham, A/Director, Fiscal Oversight & Performance Branch  
Mr. Stuart Mooney, Director (I), Emergency Health Program Management and Delivery Branch