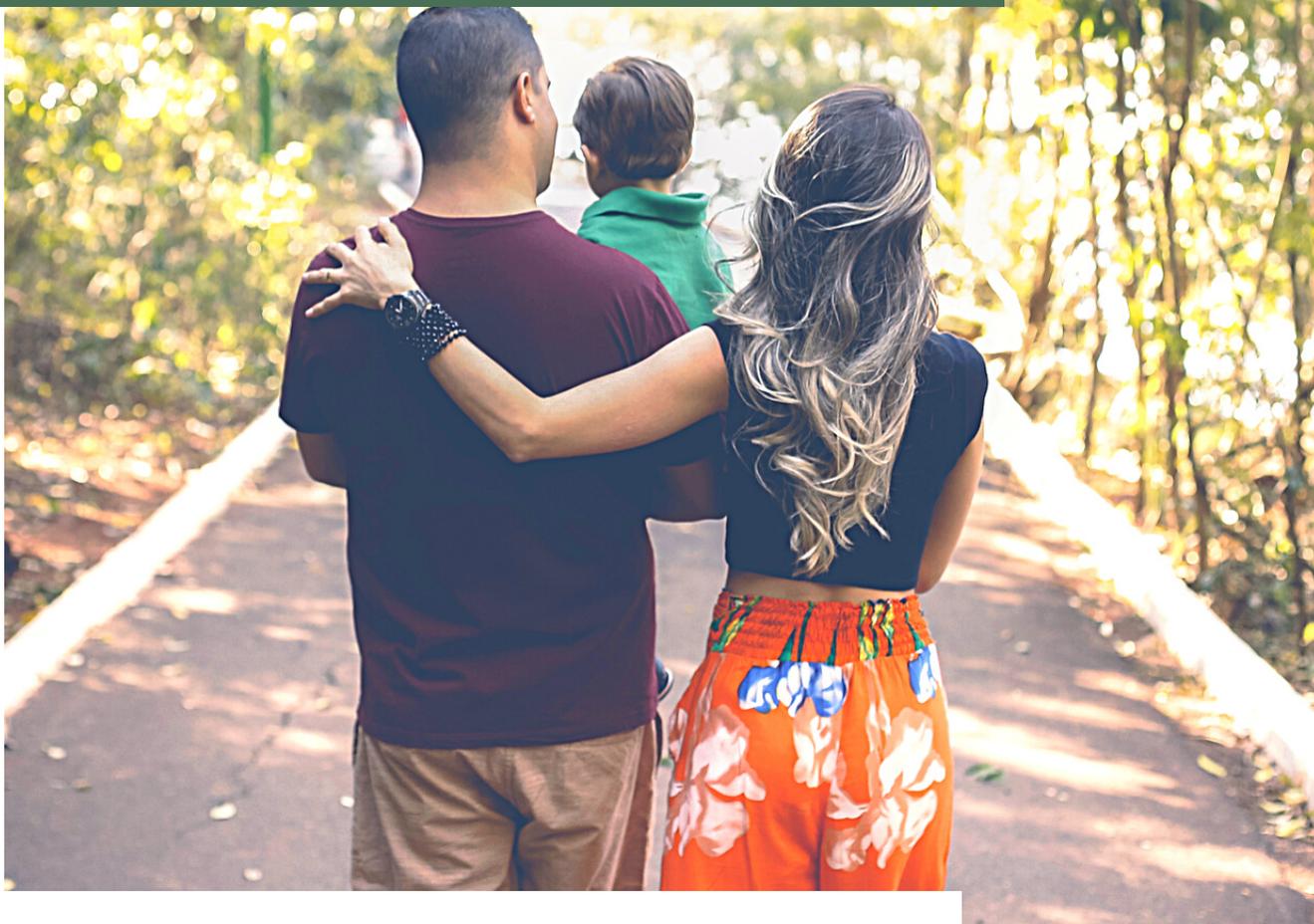


# 2020 ANNUAL REPORT

A YEAR OF ACCOMPLISHMENTS.



**Social Services | Services Sociaux**  
**Zhawenimi-Anokiitaagewin**  
Sault Ste. Marie District

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



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# A MESSAGE FROM THE CHAIR

2020 was a year of accomplishment and opportunity. Although the COVID-19 crisis did not start until mid-March 2020, it has since dominated our daily life and changed how we operate our organization. It is hard to look back and not reflect on its impact.

Since the pandemic began, Social Services has been focused on keeping our clients and staff safe, transitioning our programs to a virtual delivery platform so we could stay connected, and has relied on public health guidelines to help us follow the best available advice to cope with the COVID pandemic.

Many will remember 2020 as one of the more challenging years of their lives, but we would be remiss to overlook the opportunities it presented. Social Services staff rose to the occasion, and demonstrated our core values of respect, compassion, integrity, collaboration, and particularly innovation. Many of the remarkable solutions created this year as a response to the pandemic are likely to be a part of our operations going forward for many years to come.

I take immense pride in the work that has been accomplished at Social Services in the last year. From Housing to Ontario Works, to Paramedic Services and Child Care. The board and myself would like to thank staff and the community for their extraordinary contributions during very challenging times. The lessons that have been learned in 2020 will continue to drive us towards our goal of being a leader of quality and innovation in Social Service delivery.

*Luke Dufour*  
**BOARD CHAIR**





*"The lessons that have been learned in 2020 will continue to drive us toward our goals"*

*Luke Dufour*



## A MESSAGE FROM THE CEO

2020 was the year of the pandemic that impacted the entire globe, our community included. I would like to fully acknowledge the way that every team member within our organization responded to this unprecedented event. I honestly cannot thank our staff enough, they responded in a professional manner and maintained exceptional service during very challenging times.

Leading us throughout the pandemic was our Paramedic Service. The front-line medics and management team kept the wheels moving and were able to respond during our time of need, provide exceptional service and keep us, and themselves, safe. Our Paramedic Chief provided the senior management team with expert advice and helped steer the entire organization during the initial months.

Throughout the entire event, we continue to serve our community's most vulnerable. Through use of a skeleton crew, we were one of a very few organizations that never closed our office doors and continued to provide safe, face-to-face service.

Our dedicated team within our Ontario Works, Housing, Early Years and Corporate Services divisions also turned on a dime, and shifted from an in-office service model to a remote service model without missing a beat. The "we got this" approach from every social service division was amazing to witness and be part of.

Of particular challenge and concern was our childcare and homelessness systems. Whether it be trying to provide emergency childcare, or simply stabilize the system, our entire team did an amazing job ensuring that childcare remained supported throughout.

The Ontario Works division continued to provide customer service excellence and serve the community throughout the pandemic. Income assistance, case management, and employment services continued and the entire team provided much needed supports to the community

Our Housing division worked tirelessly to support the shelters, and continued to offer housing units and respond to community housing needs. Although very challenging at times, the entire team kept the system moving forward to support the community.

The Corporate Services division was instrumental in supporting the administrative functions behind the scenes. During the pandemic this division kept funding flowing to those in need, switched our IT infrastructure from an office support model to a remote service model, remained current through ever changing COVID rules, and hired new team members when needed to support the mission.

Finally, on behalf of the entire senior management team, I want to acknowledge the Board of Directors. The Board supported SMT and provided us with the needed flexibility to adequately respond to ever-changing needs and realities on the ground. Quite simply, they gave everyone in the organization the support to do our jobs and support the community. This could only be achieved through mutual trust and belief in the entire team.

2020. The year of the global pandemic. While we are not through it yet, every person within our organization played a critical role in achieving success. Our team is dedicated, professional and quite simply the best at what they do. It has been a pleasure to work alongside them, knowing they had the community's interest top of mind.

*Mike Madean*

**CHIEF EXECUTIVE OFFICER**



# THE BOARD OF DIRECTORS



*Luke DeLong*  
BOARD CHAIR



*Janet Gowne*  
VICE CHAIR



*Ken Lamming*  
SECRETARY



*Marchi Bruni*  
TREASURER



*Paul Christian*  
DIRECTOR



*Sandra Hollingsworth*  
DIRECTOR



*Dave Edggar*  
DIRECTOR



*Rick Niro*  
DIRECTOR

The Board is comprised of eight (8) locally elected political representatives that meet regularly to conduct business relating to Social Services for the district that includes Sault Ste. Marie, Prince Township and 31 Unincorporated Townships that stretch from Sault Ste. Marie to Montreal River.

# ABOUT US



## MISSION

---

Helping people, Building lives,  
Strengthening communities

## VISION

---

A fully engaged community where  
everyone is valued, respected and  
recognized

## VALUES

---

Respect, integrity, compassion,  
collaboration, innovation



# ONTARIO WORKS

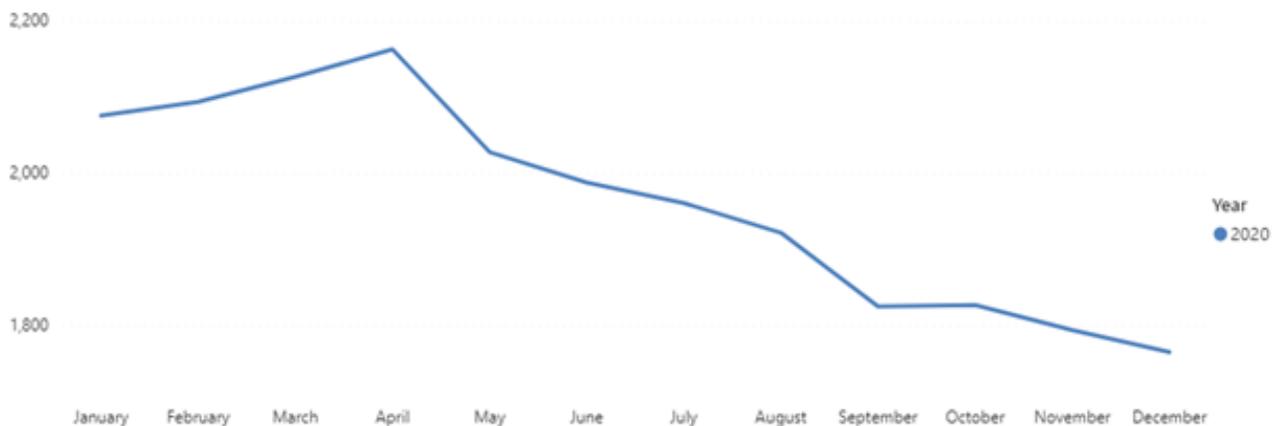
## SERVICE DELIVERY AND COVID-19

The COVID-19 pandemic created an unprecedented shift in Social Assistance service delivery across the province and locally. Historically, Social Assistance had a heavy focus on in-person services. Innovative solutions to align service standards with public health guidelines were necessary and were made through technological platforms.

Historically, the number of individuals on Ontario Works caseloads increase during a downturn of the local economy. This was not experienced in the community in 2020 with the COVID induced economical shutdown. Federal and provincial government supports made available to impacted individuals during the pandemic assisted to contain the potential increase in demand for Social Assistance support.

The local caseload during 2020 decreased significantly as the graph below illustrates. It is important to note that there will be an expectation, once the federal financial benefits cease, of an increase of Social Assistance applications in the near future.

Number of cases





# ONTARIO WORKS

## THE DIGITAL DIVIDE

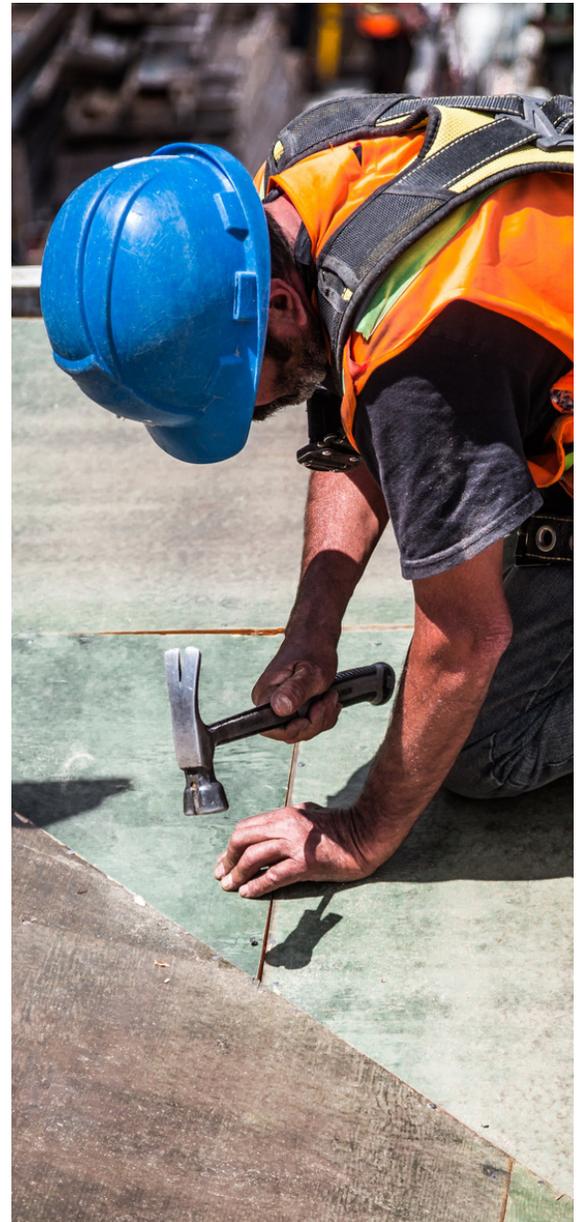
The most vulnerable people in our society remained on the Ontario Works caseload during the COVID-19 pandemic. With new public health guidelines in place, service delivery had to shift focus to maintain virtual contact with our clients. Through technology, Ontario Works was able to ensure individuals were educated in safety protocols, had the means to purchase masks and sanitizer, and were able to navigate the social service system through the pandemic.

At the onset of the pandemic, Ontario Works training and employment programs temporarily ceased, but have since regained momentum. This is due to the ability of partner agencies who were able to respond to these new challenges through digital avenues. Training programs shifted to ensure public health guidelines were adhered to.

As the pandemic status shifted, so did the training program's attendance and the numbers of individuals who obtained employment.

The provincial governments' vision of a more technological service delivery system was expedited during 2020 due to the pandemic. Online application enhancements were developed as well as extra benefits to assist with added expenses to maintain safety.

Ontario Works continues to focus on innovative solutions to combat the digital divide, the rising costs of food and shelter, as well as the mental health and well being of the individuals we serve.



# ONTARIO WORKS STATS



**110** Care bags to assist the homeless

**142** Individuals with vision care

**157** Individuals with funeral & burial expenses

**607** Individuals with emergency dental care

**2573** Individuals with COVID-19 safety related expenses

**3880** Individuals with daily living mobility aides



# HOUSING SERVICES

## OVERVIEW

Housing Services oversees three distinct areas of responsibility which include Housing Operations, Housing Programs, and Homelessness Prevention.

Housing Operations is responsible for the property management, capital work and administration of all Sault Ste. Marie Housing Corporation apartment buildings, townhouses, single detached homes, and commercial buildings.

Housing Programs reviews and delivers rental subsidies. Subsidies are primarily rent-geared-to-income and portable housing benefits. Housing Programs also oversees the operations of local Non-Profit and Co-Operative Housing providers, and the Affordable Home Ownership Program.

In 2020, Housing Services' homelessness initiatives aligned to the DSSMSSAB's ten-year Housing and Homelessness Plan. The plan guides work in Sault Ste. Marie and establishes targets for ending chronic homelessness. Homelessness prevention plays a large role in our community.

Initiatives and programming include the Homelessness Prevention Team (HPT), involvement in the Canadian Alliance to End Homelessness (CAEH), funding of emergency shelter operations and case management services in partnership with community agencies such as St.Vincent's Place Men's Shelter, Pauline's Place Non-Profit Homes, Canadian Mental Health Association, John Howard Society, and the United Way of Sault Ste. Marie and Algoma.





# ROSEDALE COMMUNITY HUB

## A SPACE FOR COMMUNITY

2020 saw the beginning of a five-million-dollar renovation project at the site of the former Rosedale Public School located at 90 Chapple Avenue. The design of the school incorporated housing units and community partnerships, and is conveniently located near to the largest concentration of rent-geared-to-income housing in Sault Ste. Marie.

Completed in early 2021, the building features nine affordable market rent units for seniors, a daycare, and an EarlyON Centre operated by Child Care Algoma. Also on the site, a Community Hub that replaced the existing undersized unit nearby. The new Community Hub came complete with a café/kitchen, meeting spaces, and gymnasium. The newly renovated spaces provide a unique opportunity to offer programming, engage the community, and provide services through community partnerships.

One of these partnerships is with Algoma Family Services, who is already operating several of their programs for youth and families out of the community hub space.

Future plans for the building include use of the facility for the summer Kids Being Kids programming and programming for seniors within the nearby community.





# QUALITY BY-NAME LIST

## ENDING CHRONIC HOMELESSNESS

In August 2020, Sault Ste. Marie met an important milestone in its journey to end chronic homelessness. Our community now joins many others across Canada who have achieved a Quality By-Name List.

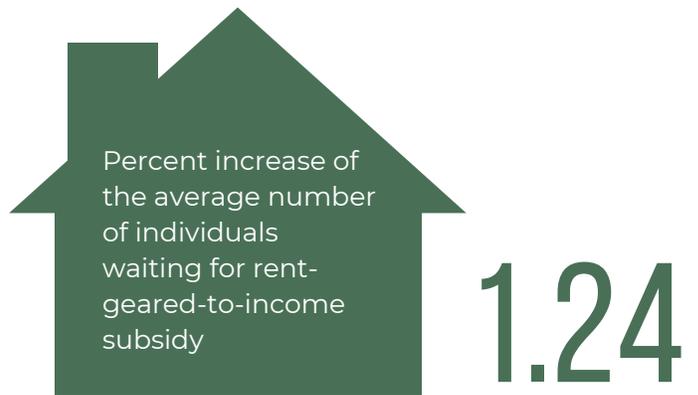
A By-Name list is a real-time list of all people experiencing homelessness in the community. It includes a robust set of data and an understanding of homeless inflow and outflow at a system level. This real-time, actionable data supports triage to services, system performance evaluation and advocacy for the policies and resources necessary to end homelessness via a Coordinated Access system.

Achievement of a quality By-Name list is gained when a community can score 11/11 on the By-Name list scorecard developed by the Canadian Alliance to End Homelessness as well as three consecutive months of reliable homelessness data.



**BUILT  
FOR  
ZERO.  
CANADA**

# HOUSING STATS



*"The entire team kept  
the system moving  
forward to support the  
community."*

*Mike Nadeau*





# EARLY YEARS

## CARING FOR KIDS IN A PANDEMIC

The past year has been challenging for the Early Years sector as we have navigated the world impacted by the COVID-19 pandemic.

The Early Years Division is proud of the part we have played in supporting the community through the nimble establishment of Emergency Childcare for essential workers. Early Years was also involved with the creation of many other supports we have put in place for families, children and the service sector, in partnership with Algoma Public Health.

While sadly some programs have closed, we are pleased that others have been able to continue to operate and launch new operations. As we continue to support Early Years in our community, we applaud those working in local Early Years programs for their commitment and loyalty in facing the challenges of 2020 with us.





# EARLY YEARS

## EMERGENCY CHILD CARE

Licensed child care programs in Ontario were required to close on March 17, 2020 when Premier Ford ordered a state of emergency in the Province of Ontario.

In order to support health care and other front-line workers who could not stay at home, the Early Years team worked with the Ministry of Education, Algoma Public Health and child care service providers to deliver emergency child care.

The main site at the YMCA opened as an emergency child care centre on April 20, 2020 with a total of 28 children accessing care.

The program was staffed by Early Childhood Educators from throughout the community. As the demand grew, Child Care Algoma Dacey Road opened as a second emergency child care site on May 4th, 2020, providing care for an additional 23 children.

## NEWSLETTERS & RESOURCES

To help support the community as many parents transitioned to working from home, the Social Services Early Years Team prepared the *Working from Home with Children* weekly newsletter.

The newsletter was full of helpful activity ideas, tips and links to help keep children busy while their parents were newly working from home during the COVID-19 pandemic. Previous issues continue to be available on the social services website.





# EARLY YEARS

## KIDS BEING KIDS

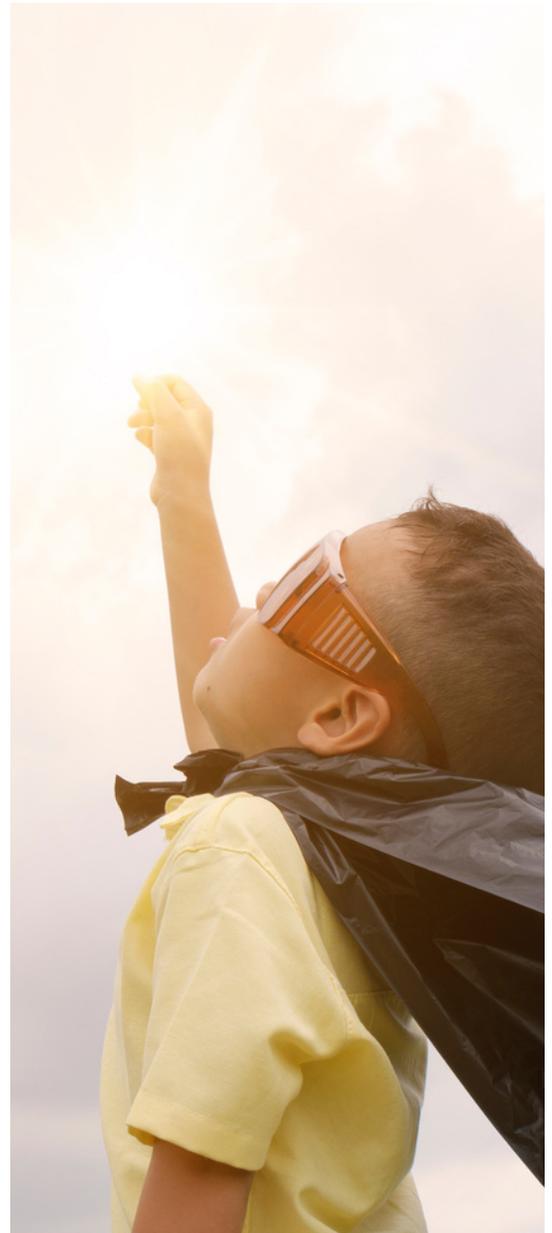
With schools closed since the beginning of what would have been the March Break, the Early Years Division redesigned the typical spring after-school programming offered in the Social Housing Community Hubs.

The new programming aimed to provide educational help sessions with children, assisting them in their virtual learning. These sessions took place during the day, at a time where they might have normally been in the classroom.

In partnership and with the support of Algoma Public Health and the Algoma District School Board, Kids Being Kids (KBK) Staff were loaned enough tablets through the school board to assist the children with their studies.

Additionally, Algoma Public Health provided expert direction on creating an environment that adhered to all the newly-established safety protocols.

Knowing the significant impacts the pandemic was having on mental health, coupled with an inability to access the Student Nutrition Program in schools, KBK was determined to address these issues as part of their program. Staff were there, on the front lines, working directly with children and providing this much needed support.





# EARLY YEARS



## EVERY BREAKFAST COUNTS

With the onset of the pandemic, the Every Breakfast Counts Committee faced new challenges concerning the purchase of food, food preparation, and restricted access to food distribution sites. However, with the coordinated efforts of the Committee, an innovative plan emerged involving new partnerships and the delivery of family food boxes.

Members of the Every Breakfast Counts Committee, Social Services Staff, and Kids Being Kids (KBK) Staff assisted in the establishment of a list of families in need. They created a schedule for the distribution of boxes to the families on a weekly basis. During the 8 week program, 34,782 meals were delivered!

## ACTIVITY BAG DELIVERIES

In partnership with the Social Services Early Years Team and the KBK Staff, EarlyON Child and Family Centres provided weekly activity bags to children between the ages of 0-12 residing in five family housing communities owned by the Sault Ste. Marie Housing Corporation.

The activity bags consisted of age appropriate learning activities, games, seasonal items, and a variety of children's snacks. The activity bags continue to be delivered monthly to two community locations. Each bag is specifically designed for the family receiving it, including additional items they may need for younger or older children.



# EARLY YEARS

## EARLYON VIRTUAL PROGRAMMING

In the face of the pandemic, when all EarlyON Child and Family Centres were required to shut down, local service providers quickly adapted to make virtual programming available to children and families.

Using their EarlyON social media pages, Child Care Algoma, the Indigenous Friendship Centre and Prince Township Parent Child Resource Centre engaged families in early learning activities, shared valuable community connections to services and directly provided supports by way of phone calls, one-to-one parenting education, and delivery of emergency food and supplies.

MUKWA WAANZH

*Virtual Coffee Social  
via Zoom*

**WHEN:** Friday, November 6, 2020  
9:30-10:30AM

**TOPIC:** Honouring Our Treaties  
Recap

*Incentive for participating!  
Participants go into a draw for a  
chance to win \$50 at Food Basics.*

Send us a message to receive the Zoom ID!





*ban Indigenous EarlyON*

### AAMBE NANDAWAABAM LET GO SEARCH



-  **Mitig** (*Tree*)
-  **Mitigoons** (*Stick*)
-  **Mitigomin** (*Acorn*)
-  **Wazhashkwedow** (*Pir.*)
-  **Aniibiish** (*Leaf*)
-  **Bineshiinh** (*Bird*)
-  **Miigwan** (*Feather*)
-  **Nika** (*Goose*)
-  **Ajidamoo** (*Squirrel*)
-  **Asin** (*Rock*)



# EARLY YEARS STATS



535

Children receiving fee subsidy assistance (down 22% from 2019).

174

New childcare spaces created to reduce the impact of local closures.

1746

Total number of childcare spaces available in Sault Ste. Marie

1406

Total number of children waiting for childcare in Sault Ste. Marie

34%

Children age 0-4 that have access to a licensed childcare space

34,249

Virtual EarlyON programming engagement (Likes & Shares)

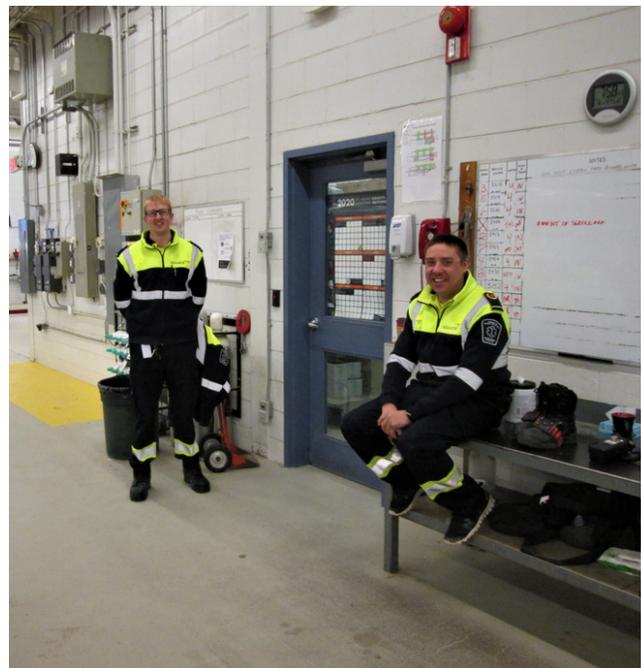


# PARAMEDIC SERVICES

## A NEW ADDITION TO THE TEAM

On January 1, 2020, a new ambulance service rolled out in Ontario. The District of Sault Ste. Marie Paramedic Services, operating under certification by the Ministry of Health, completed the journey to the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) that started in 2018. This was accomplished by the hard work of all staff and support from various partners within the DSSMSSAB. This added over 60 new faces to the DSSMSSAB family; although new to the organization, they brought with them hundreds of years of experience providing emergency medical care and compassion across the district.

Not only do paramedics provide emergency care to the citizens, they also collaborate with other community partners. One example is the North East Local Health Integration Network (NELHIN) who received over 90 referrals from paramedics advocating for in home support and services to help people stay safely in their homes.





# PARAMEDIC SERVICES



## LUCAS AND THE POWER LOAD

The DSSMSSAB invested in two major capital projects benefiting both patients and paramedics.

The first investment was a device called the Lucas that delivers consistently perfect chest compressions during CPR. This device prevents tiring of the paramedics, and is especially critical to a patient's positive outcome during longer transport distances.

The second investment was in units called Power Loads, which were installed in every ambulance. These loading and unloading systems lift the stretcher and patient in and out of the ambulances safely and smoothly with virtually no lifting by the paramedics.

Both these devices remove common parts of a paramedic's day that have a high degree of potential for personal injury.

## HEALING THE OPIOID CRISIS

Paramedic Services also entered into an agreement with Algoma Public Health to distribute lifesaving Naloxone (Narcan) kits. These kits are given to those who may be at risk of an opioid-related overdose as well as family and friends who support them.

Working with the Ontario Works Division, paramedics were able to distribute personal care kits when they encounter homeless individuals or clients in need of these necessities.



# PARAMEDIC SERVICES

## EXPANSION TO SAULT NORTH

2020 was also a year of exciting changes and challenges. Paramedic Services expanded to the Sault North area to better serve residents living as far north as the Montreal River.

Stationed in the Goulais River area, a new Paramedic Response Unit was established and staffed by one paramedic. This new unit is able to arrive faster and provide care to residents living north of Sault Ste. Marie, while an ambulance crew responds from the city base.

## PANDEMIC PARAMEDICINE

No one will talk about the year 2020 without acknowledging the arrival of the COVID-19 pandemic.

Paramedic Services went through many rapid transitions. With the arrival of the pandemic came new safety protocols, wearing additional layers of Personal Protective Equipment, and changing the way paramedics approached every patient by screening them with the latest questions that never seemed to stop changing.

Paramedics reported everyday to a job that never slowed down despite lock downs, stay-at-home, and work-from-home orders. Paramedics, like many other health care workers and essential personnel, continued under the cloud of COVID-19, forever wondering: is this the person who will be a positive contact, and am I safe?



# PARAMEDIC STATS



## TOTAL DISPATCHED



NON-URGENT

1216



SCHEDULED

623



URGENT

4230



EMERGENT

8728



STANDBY

1241



TOTAL

16038



# FINANCE

## REVENUE LEVY COMPARISON

	2020	2019	2018	2017	2016
<b>Total Revenue</b>	68,984,921	72,679,098	71,156,302	63,990,275	59,801,401
<b>Municipal Levy Portion</b>	20,510,746	20,398,968	20,114,090	19,768,885	19,499,238

Municipal Levy vs Total Revenue by Year





# FINANCE

## FINANCIAL POSITION

FINANCIAL POSITION	31 DEC 2020	31 DEC 2019	31 DEC 2018
<b>Financial Assets</b>			
Cash and Cash Equivalents	18,759,883	15,140,732	17,535,718
Accounts Receivable	2,118,195	1,019,560	1,018,328
Receivable from City SSM	-	496,471	1,192,115
<b>Total Assets</b>	<b>20,878,078</b>	<b>16,656,763</b>	<b>19,746,161</b>
<b>Financial Liabilities</b>			
Accounts Payable and Accrued Liabilities	3,120,733	4,449,057	5,313,352
Due to Province of Ontario	7,643,310	3,093,444	4,982,221
Interest Rate Swaps	413,047	-	-
Long Term Debt	10,375,665	505,769	969,339
Employee Future Benefits	2,064,778	1,370,547	1,310,848
<b>Total Liabilities</b>	<b>23,617,533</b>	<b>9,418,817</b>	<b>12,575,760</b>
<b>NET FINANCIAL ASSETS</b>	<b>(2,739,455)</b>	<b>7,237,946</b>	<b>7,170,401</b>
<b>Non-Financial Assets</b>			
Tangible Capital Assets	27,442,654	12,024,245	6,477,775
Prepaid Expenses	1,539,577	2,102,618	1,199,239
<b>Total Non-Financial Assets</b>	<b>28,982,231</b>	<b>14,126,863</b>	<b>7,677,014</b>
<b>Accumulated Surplus</b>	<b>\$26,242,776</b>	<b>\$21,364,809</b>	<b>\$14,847,415</b>

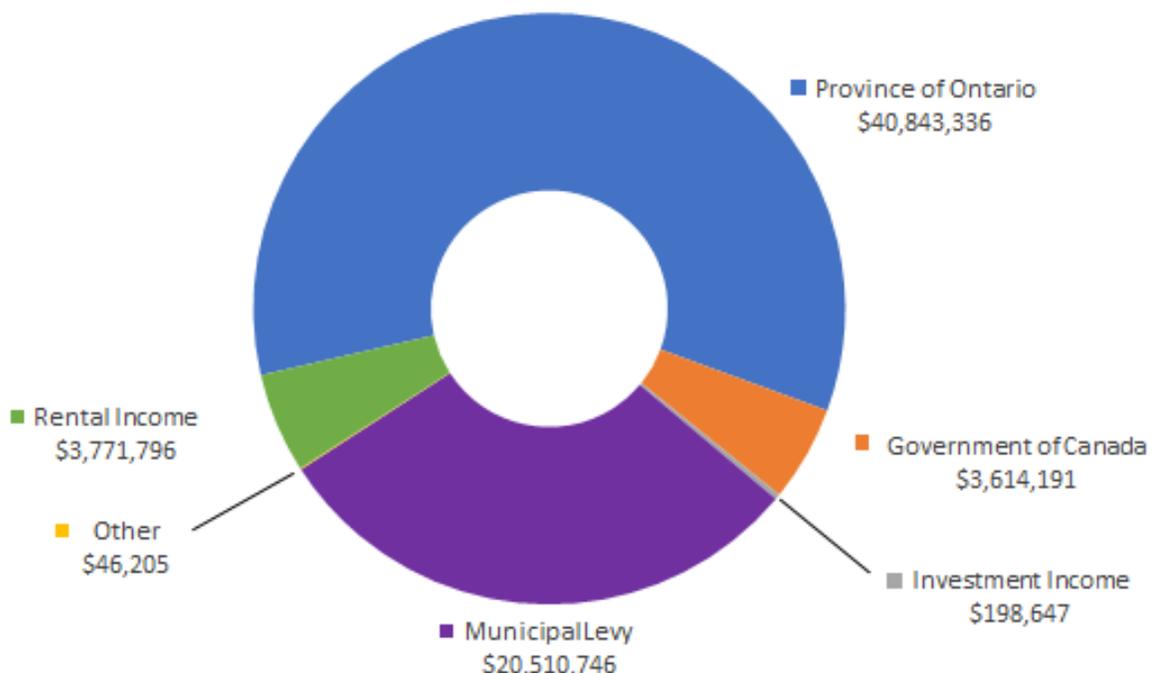


# FINANCE REVENUE

Year Ending December 31, 2020

Province of Ontario	40,843,336
Government of Canada	3,614,191
Investment Income	198,647
Municipal Levy	20,510,746
Other	46,205
Rental Income	3,771,796
<b>TOTAL</b>	<b>68,984,921</b>

## Revenue



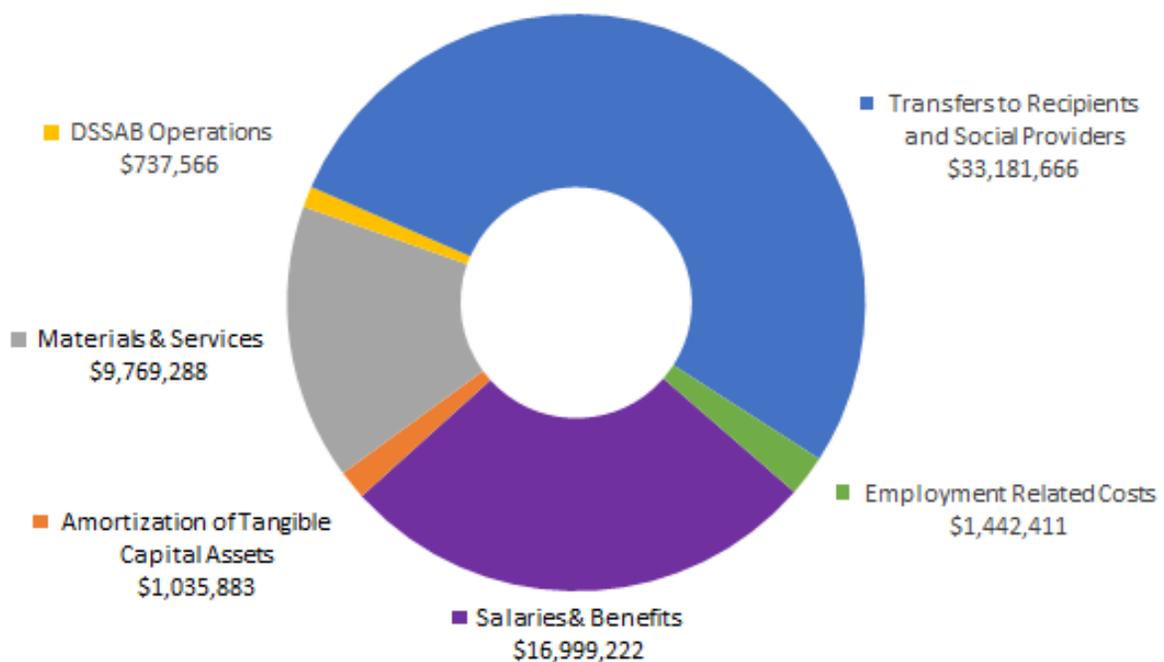


# FINANCE EXPENDITURES

Year Ending December 31, 2020

Salaries and Benefits	16,999,222
Amortization of Tangible Capital Assets	1,035,883
Materials and Services	9,769,288
DSSAB Operations	737,566
Transfers to Recipients and Social Providers	33,181,666
Employment Related Costs	1,442,411
<b>TOTAL</b>	<b>63,166,036</b>

## Expenditures





**Social Services | Services Sociaux**  
**Zhawenimi-Anokiitaagewin**  
Sault Ste. Marie District

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



**HERE TO HELP.**