



Social Services

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



AGENDA

*DSSMSSAB REGULAR BOARD MEETING
Thursday, June 16, 2022 at 4:30 PM
390 Bay Street, Suite 405*

1. CALL TO ORDER

2. APPROVAL OF AGENDA

Resolution #22-046

Moved By: D. Hilsinger

Seconded By: D. Edgar

- 2.1 “**BE IT RESOLVED THAT** the **Agenda for June 16, 2022** District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.”

3. DECLARATIONS OF PECUNIARY INTEREST

4. APPROVAL OF PREVIOUS MINUTES

Resolution #22-047

Moved By: C. Gardi

Seconded By: J. Gawne

- 4.1 “**BE IT RESOLVED THAT** the **Minutes** from the District of Sault Ste. Marie Social Services Administration Board meeting dated **May 12, 2022** be adopted as recorded.”

5. MANAGERS REPORTS

CORPORATE SERVICES

Resolution #22-048

Moved By: M. Bruni

Seconded By: L. Vezeau-Allen

- 5.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the June 16, 2022 Q1 Financial Update report of the Director of Corporate Services as information.”

EARLY YEARS SERVICES

Resolution #22-049

Moved By: D. Edgar

Seconded By: J. Gawne

- 5.2 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the June 16, 2022 Prince Charles Program Update Report of the Director of Early Years Services as information.”

HOUSING SERVICES

Resolution #22-050

Moved By: L. Vezeau-Allen

Seconded By: M. Bruni

- 5.3 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the June 16, 2022 Reaching Home 2022-2023 and 2023-2024 Report of the Director of Community Housing and Development;

AND BE IT FURTHER RESOLVED THAT the DSSMSSAB provide United Way Algoma – Harvest Algoma with Reaching Home 2022/23 administration funding in the amount of \$22,352 for the provision of meals to the shelters.”

Resolution #22-051

Moved By: D. Hilsinger

Seconded By: L. Vezeau-Allen

- 5.4 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the June 16, 2022 Development Funding for the Sault Ste. Marie Housing Corporation (SSMHC) Report of the Director of Community Housing and Development;

AND BE IT FURTHER RESOLVED THAT the DSSMSSAB provide the SSMHC with \$30,000 of DSSMSSAB reserve funds to be utilized towards initial development costs of vacant parcels of land located at 664 Second Line West, 148 Dacey Rd and 90 Chapple Avenue.”

Resolution #22-052

Moved By: M. Bruni

Seconded By: C. Gardi

- 5.5 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the June 16, 2022 Amendment to the Procurement Policy Report of the Director of Community Housing and Development;

AND BE IT FURTHER RESOLVED THAT the DSSMSSAB amend Procurement Policy # 6.7, Schedule B, Single Sourcing to allow for management to enter into direct negotiations with trades for the completion of capital work as detailed in the report.”

CEO

Resolution #22-053

Moved By: J. Gawne

Seconded By: D. Edgar

- 5.6 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the June 16, 2022 Supportive Housing Funding Report of the CEO and allocate \$175,000 from reserves for the purpose of ensuring supportive housing is provided for a minimum of 8 hours per day, 7 days a week at 137 East Street”

Resolution #22-054

Moved By: M. Bruni
Seconded By: D. Edgar

- 5.7 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the June 16, 2022 Q1 Update report of the Chief Executive Officer as information.”

Resolution #22-055

Moved By: C. Gardi
Seconded By: L. Vezeau-Allen

- 5.8 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board now enter into closed session for pending acquisitions of land, labour relations and advice that is subject to solicitor client privilege.”

Resolution #22-056

Moved By: D. Edgar
Seconded By: D. Hilsinger

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

7. CORRESPONDENCE

8. OTHER BUSINESS / NEW BUSINESS

9. ADJOURNMENT

Resolution #22-057

Moved By: D. Hilsinger
Seconded By: C. Gardi

- 9.1 “**BE IT RESOLVED THAT** we do now adjourn.”

NEXT REGULAR BOARD MEETING

Thursday, July 21, 2022 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



MINUTES

DSSMSSAB REGULAR BOARD MEETING

Thursday, May 12, 2022 at 4:30 PM

99 Foster Drive

Russ Ramsey Room

PRESENT:

L. Dufour

J. Gawne

M. Bruni

D. Edgar

L. Vezeau-Allen

C. Gardi

K. Lamming (exited meeting at 6:23)

STAFF:

M. Nadeau

S. Ford

A. Kohler

D. Petersson

K. Kirkham

J. Barban

J. Hogg

L. Bruni

J. Pearson

N. Martel

GUEST:

I. DeJong, OrgCode

REGRETS:

D. Hilsinger

1. CALL TO ORDER by L. Dufour, Board Chair, at 4:30 PM

2. APPROVAL OF AGENDA

Resolution #22-038

Moved By: L. Vezeau-Allen

Seconded By: J. Gawne

2.1 **“BE IT RESOLVED THAT the Agenda for May 12, 2022 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 #22-039

Moved By: D. Edgar

Seconded By: J. Gawne

- 4.1 “**BE IT RESOLVED THAT** the Minutes from the District of Sault Ste. Marie Social Services Administration Board meeting dated April 21, 2022 be adopted as recorded.”

CARRIED

5. Presentation – Iain De Jong – OrgCode

Mike Nadeau introduced Iain DeJong and provided a biography and brief history of the DSSMSSAB’s involvement with OrgCord

The presentation slide deck was reviewed

Discussion included

- Bringing northern DSSABs together for a summit to discuss homelessness issues and determine a politically unified ask across northern Ontario
- How to impress upon politicians at all levels the need for supportive housing in the north
- The need for effective partnerships, including with indigenous groups, in order to secure the necessary funding
- How to educate the public about the need for supportive housing

6. MANAGERS REPORTS

CORPORATE SERVICES

Resolution #22-040

Moved By: M. Bruni

Seconded By: K. Lamming

- 6.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the May 12, 2022 2021 Operating Surplus report of the Director of Corporate Services and allocate the final 2021 Operating Surplus in the amount of \$1,638,566 to DSSMSSAB Reserves for use as determined by the Board;

AND BE IT FURTHER RESOLVED THAT the Surplus derived from the Childcare Direct Delivery operations of \$30,712 be directed to the Direct

Delivery Operational Reserve Fund for future use as established by the Board at the February 17, 2022 DSSAB Board Meeting. (Resolution #22-012).”

CARRIED

EARLY YEARS SERVICES

Resolution #22-041

Moved By: C. Gardi

Seconded By: J. Gawne

- 6.2 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the May 12, 2022 Canada-Wide Early Learning and Child Care (CWELCC) Agreement report of the Director of Early Years Services as information.”

CARRIED

HOUSING SERVICES

Resolution #22-042

Moved By: M. Bruni

Seconded By: D. Edgar

- 6.3 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the May 12, 2022 Wind Down of SSRF Report of the Director of Community Housing and Development as information.”

CARRIED

Resolution #22-043

Moved By: C. Gardi

Seconded By: L. Vezeau-Allen

- 6.4 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board now enter into closed session for educational purposes and advice that is subject to solicitor client privilege.”

CARRIED

Entered into closed session at 6:09 PM

Resolution #22-044

Moved By: D. Edgar

Seconded By: M. Bruni

6.5 “**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 6:40 PM

7. CORRESPONDENCE

8. OTHER BUSINESS / NEW BUSINESS

Association of Municipalities of Ontario (AMO) AGM August 14-17 2022

Luke Dufour and Mike Nadeau will be attending on behalf of the DSSMSSAB

Lisa Vezeau-Allen and Cory Gardi will be attending on behalf of the city of Sault Ste. Marie

9. ADJOURNMENT

Resolution #22-045

Moved By: L. Vezeau Allen

Seconded By: C. Gardi

9.1 “**BE IT RESOLVED THAT** we do now adjourn.” **TIME** 6:41

CARRIED

Meeting adjourned at 6:41 PM

NEXT REGULAR BOARD MEETING

Thursday, June 16, 2022 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



BOARD REPORT

AUTHOR: David Petersson

DATE: June 16, 2022

RE: Corporate Services - Q1 Financial Update

RECOMMENDATION

That the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept this report as information.

BACKGROUND INFORMATION

Corporate Services provides annual and quarterly updates to the Board. We monitor year-to-date (YTD) spend to the Board approved budget, and report to the Province as required. Financial updates to the Board are provided quarterly following this timeline:

- Quarter 1 - June
- Quarter 2 - August
- Quarter 3 - November
- Final Year-end - included in the Audited Financial Statements, which will be presented at the conclusion of the annual Audit in early 2022.

As well, Corporate Services will bring to the Board any matters having a financial impact on the DSSMSSAB.

SUMMARY/OVERVIEW

Attached to this report is the financial update for Q1 - 2022 which covers the period January 1st - March 31st (25% to date). Overall, our spend is under budget by 8.35% or \$1.5M for the organization as a whole. A few specific line items that are reflecting an overage to date include:

- Ontario Works (Employment Related/LEAP) – the overage here relates to the \$400K bus pass program that was fully disbursed in February. No projected financial pressure by year end.

- Community Housing & Development – new additional funding announced for the two programs noted below. 100% funding and will reconcile by year end.

Program	Initial Budget	Actual Funding
Reaching Home	\$312,610	\$768,643
Safe Voluntary Isolation Sites	\$40,000	\$335,943

- Community Housing & Development (CHPI/COCHI/OPHI) – the spend in these programs is reconciled to the Province’s fiscal year (April 1st - March 31st). As a result, the timing of expenditures does not exactly equal 25% of the annual budget. It has been reconciled to the funding at the end of March 31, 2022.
- Early Years Services (ELCC) – additional spending in Q1 was attributed to “COVID related absences”. This funding envelope will match the allotment by year end.
- Paramedic Services (Land & GRFN) – COVID related expenditures are noted for both Land Ambulance and GRFN however there is specific funding that will be attached to that and submitted throughout the year.

Corporate Services strives to ensure that all staff have the necessary tools to do their jobs effectively and efficiently. The following are a number of items that we have in place or are working on to ensure just that.

- Asset Refresh
Corporate Services (with the IT division) implements an asset refresh which consists of laptops and desktops, and as needed, new monitors and docking stations. This process is completed annually and looks at refreshing one-third of the assets. 2021 asset refresh was completed in the fall of 2021 and we have begun plans to continue the 2022 asset rollout. We continue to face challenges on supply of assets but anticipate that we will still complete by year end.
- Phishing Training
With cyber-attacks becoming more prevalent, we recently invested in cyber insurance with our current insurance provider. In addition, we have purchased an annual membership for phishing campaigns and training with a service provider. Phishing is a type of social engineering where an attacker sends a fraudulent message designed to trick a human victim into revealing sensitive information to the attacker or to deploy malicious software on the victim's infrastructure like ransomware. We will be working in conjunction with them to educate all staff through testing, presentations and training videos.

- Two-Factor Authentication

As an added measure of security to the organization, we've implemented a Two-Factor Authentication (2FA) solution. It was rolled out in phases throughout the month of May and is now in place for all staff.

Two-Factor Authentication (2FA) works by **adding an additional layer of security to your online accounts**. It requires an additional login credential – beyond just the username and password – to gain account access, and getting that second credential requires access to something that belongs to you.

Finance

- 2022 Budget

The Director of Corporate Services presented the 2022 DSSMSSAB and Sault Ste. Marie Housing Corporation (SSMHC) Budgets at the October 21st Board Meeting. We presented a draft budget with an 8.19% levy increase, but came back to the November 25th Board Meeting to present options for reducing the levy increase. At that meeting, the Board approved a 3.11% levy increase for the final 2022 Budget. We continue to work closely with each division in reconciling the actual spend to that of the Board approved budget and any Provincial or Federal Funding announcements to ensure there are no year-end pressures. This ensures financials are current and any financials presented to the Board or Ministry are accurate. As indicated in this report, the first quarter update reflects this with no financial pressures to note.

- 2023 Budget

The Director of Corporate Services, with the assistance of other members of the team, has begun work on preparing for the 2023 Budget. As in previous years, Finance will work with each division to ensure an all-inclusive budget is compiled and accurately presented in the fall.

- Year-End Audits

Our 2021 year-end audits, for both the DSSMSSAB (consolidated financial statements with the SSMHC) and SSMHC stand-alone financial statements, have been worked on since the beginning of this calendar year. They were brought to the Finance Committee earlier this month and are included in the June meeting for formal approval.

- Ministry Reporting

Throughout the year, Finance submits financial reports to the Ministries who fund the DSSMSSAB. With new funding introduced in 2021 and 2022, in part due to the COVID-19 Pandemic, Finance has prepared and submitted a record number of

reports to these Ministries. Some reporting requirements have also changed which has resulted in additional effort prior to submission. We also utilize our Auditors, KPMG, to complete an audit of most year-end or final reports for various programs, as required by the Province.

- DSSAB Financial/Legal Obligations

All financial government obligations are paid as required and are current. These include items such as: Source Deductions (CPP, EI, and Income Tax), WSIB, Employer Health Tax (EHT), OMERS Pension withholdings, and HST filings.

- Payroll Services & Ceridian Dayforce

The implementation of Direct Delivery of Child Care in Ceridian Dayforce (our payroll service provider) has gone very well. This project, which took approximately three months to complete, was led by our Compensation Analyst who worked with Ceridian and members of the Early Years Team. This implementation has and will not only assist management, staff and Payroll with the current complement at both child care sites, but it will ensure we are setup for future program expansion and ensures staff are paid correctly. We are also in the midst of implementing Multi-Factor Authentication which will provide an added layer of security to Payroll and employee information. In addition, we are always looking for efficiencies in the Payroll process. We are currently working on creating efficiencies around taxable benefits, vacation, and reporting, budgeting and year-end processes.

- Microsoft Dynamics NAV

Finance continues to look for efficiencies within the various Finance functions and Microsoft Dynamics NAV, our corporate accounting software, has enabled us to achieve this. In 2019, we transitioned many of our tasks to paperless, which NAV has enabled us to do on the accounts payable side. The Purchasing function has also gone paperless with all quotes, approvals, purchase orders and invoices all stored in NAV. In addition, we continue to enhance the system to meet our needs and divisional manager needs by improving its reporting capabilities. We are also exploring a potential future upgrade within the NAV platform which may be in the form of a cloud based solution.

- Other

Finance continues to look for efficiencies in many processes including but not limited to Purchasing and IT product requests. This is something we are exploring in preparation for our new office building next year.

Human Resources

Throughout COVID-19, the Human Resources (HR) team faced new challenges and developed new strategies to ensure continuity and effective delivery of daily corporate business. Recruitment and selection needs of the organization did not cease throughout the pandemic and therefore required new ways to connect with potential candidates and conduct interviews to ensure quality and ethics within the recruitment process. Other HR functions such as labour relations, training and development, and health and safety measures also continued throughout COVID-19 but through modified means.

Recruitment

- Social Services has issued 22 job postings since the beginning of 2022, 10 permanent posting and 12 temporary contracts. Ontario Works, Early Years, Community Housing and Corporate Services had 20 postings combined while Paramedic Services had two (2) postings. There are also ten (10) active job postings at the time of preparing this report. (these 10 postings are outside the quarter)
- Some postings include recruitment for multiple candidates within the positions. This is common when Social Services is recruiting for Paramedics or Daycare Workers. Within the 22 job postings listed above, 34 vacancies have been filled. Ontario Works, Early Years and Community Housing accounted for 25 vacancies while Paramedic Services accounted for 9.
- The average length of time from posting date to signed employment contract is 16 business days. This accounts for mandatory minimum posting timelines within collective agreements.
- On average, Social Services receives 13 external applicants and 1 internal applicants per posting.
- There have been 5 voluntary departures year to date (3 of these departures are part-time employees that were within the probation period of their employment contracts).
- There is no turnover rate in this quarterly report as the rate is calculated based on an annual term. The annual turnover rate will be reported in the Q4 report for 2022. Social Services currently has 238 employees (full-time, part-time, permanent, and contract workers) which includes 8 temporary emergency shelter workers.

Other Considerations

- Human Resources supported the full return to work for all staff after remote working conditions throughout the COVID-19 Emergency Order of approximately 2 years.

STRATEGIC PLAN IMPACT

The Corporate Services division provides ongoing support for the entire organization. We strive to line up our requirements, processes and procedures with those of each divisional program's objectives and ensures alignment with the three pillars of the Strategic Plan, that being Organization Excellence, Service Delivery, and Community Partnerships.

RE: Corporate Services - Q1 Financial Update

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DATE: June 16, 2022

FINANCIAL IMPLICATIONS

There are no financial implications for the DSSMSSAB.

CONCLUSION

Working with each Divisional Director and the CEO, Corporate Services will continue to monitor spending against the budget throughout the year as we aim to keep costs in line with the current approved budget as well as upcoming Provincial changes.

Respectfully submitted,



David Petersson
Director of Corporate Services

Approved by:



Mike Nadeau
Chief Executive Officer

District of Sault Ste. Marie Social Services Administration Board

Year to Date (YTD):

January 31, 2022

Overall, no financial pressures to report

	Annual Budget 2022	YTD Budget 31-Jan-22	Actual Spend 31-Jan-22	Variance - Under (Over)	
				\$	%
GRAND TOTAL	73,989,675	6,165,806	5,542,984	622,822	10.10%
Ontario Works					
Program Administration	6,185,464	515,455	457,481	57,974	11.25%
Employment Related/LEAP	1,274,000	106,167	18,178	87,989	82.88%
Social Assistance	21,340,000	1,778,333	1,366,346	411,987	23.17%
Internal Support Services	1,297,518	108,127	146,955	(38,829)	-35.91%
COVID-19 - Administration	-	-	2,333	(2,333)	100.00%
	30,096,982	2,508,082	1,991,293	516,789	20.60%
Community Housing & Development					
Program Administration	2,564,241	213,687	243,673	(29,986)	-14.03%
Housing Providers	7,375,670	614,639	629,710	(15,071)	-2.45%
Rent Supp/Strong Communities	2,783,532	231,961	213,360	18,601	8.02%
Investing in Change Fund	-	-	-	-	100.00%
<i>Subtotal</i>	12,723,443	1,060,287	1,086,743	(26,456)	-2.50%
Reaching Home	312,610	26,051	32,143	(6,092)	-23.39%
CHPI - Regular Allocation	1,495,440	124,620	238,370	(113,750)	-91.28%
Safe Voluntary Isolation Sites	40,000	3,333	12,656	(9,323)	-279.68%
Canada-Ontario Community Housing Initiative (COCHI)	1,120,195	93,350	59,621	33,729	36.13%
Ontario Priorities Housing Initiative (OPHI)	465,000	38,750	-	38,750	100.00%
<i>Subtotal - 100%</i>	3,433,245	286,104	342,790	(56,686)	-19.81%
Internal Support Services	739,707	61,642	82,986	(21,344)	-34.63%
COVID-19 - Administration	-	-	806	(806)	100.00%
<i>Subtotal</i>	739,707	61,642	83,792	(22,150)	-35.93%
	16,896,395	1,408,033	1,513,325	(105,292)	-7.48%
Early Years Services					
Program Administration	620,490	51,708	6,464	45,244	87.50%
General Operating	3,235,118	269,593	207,611	61,982	22.99%
Fee Subsidy	3,000,000	250,000	139,945	110,055	44.02%
<i>Subtotal - Core</i>	6,855,608	571,301	354,020	217,281	38.03%
Expansion Plan	1,455,354	121,280	95,497	25,783	21.26%
Wage Enhancement	889,797	74,150	72,111	2,039	2.75%
Early Learning Child Centre (ELCC)	527,757	43,980	106,701	(62,721)	-142.61%
EarlyON	1,566,831	130,569	115,352	15,217	11.65%
Journey Together	1,905,646	158,804	153,203	5,601	3.53%
Childcare and Early Years Workforce	637,189	53,099	11,858	41,241	77.67%
<i>Subtotal - 100%</i>	6,982,574	581,881	554,722	27,159	4.67%
Out of District	20,000	1,667	-	1,667	100.00%
Internal Support Services	388,043	32,337	41,493	(9,156)	-28.31%
<i>Subtotal - Other</i>	408,043	34,004	41,493	(7,489)	-22.03%
	14,246,225	1,187,185	950,235	236,950	19.96%
Direct Delivery					
Direct Delivery Operations	1,113,353	92,779	41,427	51,352	55.35%
Paramedic Services - Land					
Operating Costs	9,386,110	782,176	863,095	(80,919)	-10.35%
Capital Equipment	281,723	23,477	(28,903)	52,380	223.11%
Administrative Overhead	(241,250)	(20,104)	(20,104)	(0)	0.00%
Internal Support Services	485,054	40,421	39,599	822	2.03%
COVID-19 - Administration	-	-	49,107	(49,107)	100.00%
	9,911,637	825,970	902,794	(76,824)	-9.30%
Paramedic Services - Garden					
Operating Costs	1,362,570	113,548	97,809	15,739	13.86%
Capital Equipment	-	-	-	-	100.00%
Administrative Overhead	241,250	20,104	20,104	0	0.00%
Internal Support Services	121,263	10,105	18,122	(8,017)	-79.33%
COVID-19 - Administration	-	-	7,875	(7,875)	100.00%
	1,725,083	143,757	143,910	(153)	-0.11%
Corporate Services					
Salaries and Benefits	2,002,200	166,850	149,592	17,258	10.34%
Operating Expenses	1,124,385	93,699	179,563	(85,864)	-91.64%
Salary Subsidy (Income)	(95,000)	(7,917)	-	(7,917)	100.00%
Other Income	-	-	-	-	100.00%
COVID-19	-	-	-	-	100.00%
	3,031,585	252,632	329,155	(76,523)	-30.29%
Schedule A: Allocation to Divisions:					
Ontario Works	(1,297,518)	(108,127)	(146,955)		
Community Housing & Development	(739,707)	(61,642)	(82,986)		
Early Years Services	(388,043)	(32,337)	(41,493)		
Paramedic Services - Land	(485,054)	(40,421)	(39,599)		
Paramedic Services - Garden	(121,263)	(10,105)	(18,122)		
	(3,031,585)	(252,632)	(329,155)		

District of Sault Ste. Marie Social Services Administration Board

Year to Date (YTD):

February 28, 2022

Overall, no financial pressures to report

	Annual Budget 2022	YTD Budget 28-Feb-22	Actual Spend 28-Feb-22	Variance - Under (Over)	
				\$	%
GRAND TOTAL	73,989,675	12,331,613	11,179,807	1,151,806	9.34%
Ontario Works					
Program Administration	6,185,464	1,030,911	901,156	129,755	12.59%
Employment Related/LEAP	1,274,000	212,333	437,702	(225,369)	-106.14%
Social Assistance	21,340,000	3,556,667	2,774,314	782,353	22.00%
Internal Support Services	1,297,518	216,253	177,992	38,261	17.69%
COVID-19 - Administration	-	-	7,263	(7,263)	100.00%
	30,096,982	5,016,164	4,298,427	717,737	14.31%
Community Housing & Development					
Program Administration	2,564,241	427,374	461,187	(33,814)	-7.91%
Housing Providers	7,375,670	1,229,278	1,260,316	(31,038)	-2.52%
Rent Supp/Strong Communities	2,783,532	463,922	427,117	36,805	7.93%
Investing in Change Fund	-	-	-	-	100.00%
<i>Subtotal</i>	12,723,443	2,120,574	2,148,620	(28,046)	-1.32%
Reaching Home	312,610	52,102	32,499	19,603	37.62%
CHPI - Regular Allocation	1,495,440	249,240	507,912	(258,672)	-103.78%
Safe Voluntary Isolation Sites	40,000	6,667	25,312	(18,645)	-279.68%
Canada-Ontario Community Housing Initiative (COCHI)	1,120,195	186,699	184,439	2,260	1.21%
Ontario Priorities Housing Initiative (OPHI)	465,000	77,500	94,287	(16,787)	-21.66%
<i>Subtotal - 100%</i>	3,433,245	572,208	844,449	(272,242)	-47.58%
Internal Support Services	739,707	123,285	100,513	22,772	18.47%
COVID-19 - Administration	-	-	2,775	(2,775)	100.00%
<i>Subtotal</i>	739,707	123,285	103,288	19,997	16.22%
	16,896,395	2,816,066	3,096,357	(280,291)	-9.95%
Early Years Services					
Program Administration	620,490	103,415	21,915	81,500	78.81%
General Operating	3,235,118	539,186	415,038	124,148	23.03%
Fee Subsidy	3,000,000	500,000	280,739	219,261	43.85%
<i>Subtotal - Core</i>	6,855,608	1,142,601	717,692	424,909	37.19%
Expansion Plan	1,455,354	242,559	192,662	49,897	20.57%
Wage Enhancement	889,797	148,300	144,222	4,078	2.75%
Early Learning Child Centre (ELCC)	527,757	87,960	216,621	(128,662)	-146.27%
EarlyON	1,566,831	261,139	256,006	5,133	1.97%
Journey Together	1,905,646	317,608	306,231	11,377	3.58%
Childcare and Early Years Workforce	637,189	106,198	17,168	89,030	83.83%
<i>Subtotal - 100%</i>	6,982,574	1,163,762	1,132,910	30,852	2.65%
Out of District	20,000	3,333	-	3,333	100.00%
Internal Support Services	388,043	64,674	50,257	14,417	22.29%
<i>Subtotal - Other</i>	408,043	68,007	50,257	17,750	26.10%
	14,246,225	2,374,371	1,900,859	473,512	19.94%
Direct Delivery					
Direct Delivery Operations	1,113,353	185,559	73,098	112,461	60.61%
Paramedic Services - Land					
Operating Costs	9,386,110	1,564,352	1,476,307	88,045	5.63%
Capital Equipment	281,723	46,954	(10,483)	57,437	122.33%
Administrative Overhead	(241,250)	(40,208)	(40,208)	(0)	0.00%
Internal Support Services	485,054	80,842	47,963	32,879	40.67%
COVID-19 - Administration	-	-	81,934	(81,934)	100.00%
	9,911,637	1,651,940	1,555,513	96,426	5.84%
Paramedic Services - Garden					
Operating Costs	1,362,570	227,095	178,770	48,325	21.28%
Capital Equipment	-	-	-	-	100.00%
Administrative Overhead	241,250	40,208	40,208	0	0.00%
Internal Support Services	121,263	20,211	21,950	(1,740)	-8.61%
COVID-19 - Administration	-	-	14,625	(14,625)	100.00%
	1,725,083	287,514	255,553	31,961	11.12%
Corporate Services					
Salaries and Benefits	2,002,200	333,700	295,957	37,743	11.31%
Operating Expenses	1,124,385	187,398	208,718	(21,321)	-11.38%
Salary Subsidy (Income)	(95,000)	(15,833)	(106,000)	90,167	-569.47%
Other Income	-	-	-	-	100.00%
COVID-19	-	-	-	-	100.00%
	3,031,585	505,264	398,675	106,589	21.10%
Schedule A: Allocation to Divisions:					
Ontario Works	(1,297,518)	(216,253)	(177,992)		
Community Housing & Development	(739,707)	(123,285)	(100,513)		
Early Years Services	(388,043)	(64,674)	(50,257)		
Paramedic Services - Land	(485,054)	(80,842)	(47,963)		
Paramedic Services - Garden	(121,263)	(20,211)	(21,950)		
	(3,031,585)	(505,264)	(398,675)		

District of Sault Ste. Marie Social Services Administration Board

Year to Date (YTD):

March 31, 2022

Overall, no financial pressures to report

	Annual Budget 2022	YTD Budget 31-Mar-22	Actual Spend 31-Mar-22	Variance - Under (Over)	
				\$	%
GRAND TOTAL	73,989,675	18,497,419	16,952,795	1,544,623	8.35%
Ontario Works					
Program Administration	6,185,464	1,546,366	1,361,747	184,619	11.94%
Employment Related/LEAP	1,274,000	318,500	488,743	(170,243)	-53.45%
Social Assistance	21,340,000	5,335,000	4,249,382	1,085,618	20.35%
Internal Support Services	1,297,518	324,380	238,010	86,370	26.63%
COVID-19 - Administration	-	-	11,647	(11,647)	100.00%
	30,096,982	7,524,246	6,349,529	1,174,716	15.61%
Community Housing & Development					
Program Administration	2,564,241	641,060	606,931	34,129	5.32%
Housing Providers	7,375,670	1,843,918	1,878,764	(34,847)	-1.89%
Rent Supp/Strong Communities	2,783,532	695,883	647,831	48,052	6.91%
Investing in Change Fund	-	-	-	-	100.00%
<i>Subtotal</i>	12,723,443	3,180,861	3,133,526	47,335	1.49%
Reaching Home	312,610	78,153	410,994	(332,842)	-425.89%
CHPI - Regular Allocation	1,495,440	373,860	549,637	(175,777)	-47.02%
HPP - Homelessness Prevention Program	-	-	-	-	100.00%
Safe Voluntary Isolation Sites	40,000	10,000	82,474	(72,474)	-724.74%
Canada-Ontario Community Housing Initiative (COCHI)	1,120,195	280,049	316,119	(36,070)	-12.88%
Ontario Priorities Housing Initiative (OPHI)	465,000	116,250	427,319	(311,069)	-267.59%
<i>Subtotal - 100%</i>	3,433,245	858,311	1,786,543	(928,232)	-108.15%
Internal Support Services	739,707	184,927	134,406	50,521	27.32%
COVID-19 - Administration	-	-	4,602	(4,602)	100.00%
<i>Subtotal</i>	739,707	184,927	139,008	45,919	24.83%
	16,896,395	4,224,099	5,059,077	(834,978)	-19.77%
Early Years Services					
Program Administration	620,490	155,123	42,348	112,775	72.70%
General Operating	3,235,118	808,780	623,405	185,375	22.92%
Fee Subsidy	3,000,000	750,000	443,812	306,188	40.83%
<i>Subtotal - Core</i>	6,855,608	1,713,902	1,109,565	604,337	35.26%
Expansion Plan	1,455,354	363,839	290,150	73,689	20.25%
Wage Enhancement	889,797	222,449	216,333	6,116	2.75%
Early Learning Child Centre (ELCC)	527,757	131,939	295,332	(163,393)	-123.84%
EarlyON	1,566,831	391,708	371,386	20,322	5.19%
Journey Together	1,905,646	476,412	459,514	16,898	3.55%
Childcare and Early Years Workforce	637,189	159,297	22,478	136,819	85.89%
<i>Subtotal - 100%</i>	6,982,574	1,745,644	1,655,193	90,451	5.18%
Out of District	20,000	5,000	-	5,000	100.00%
Internal Support Services	388,043	97,011	67,203	29,808	30.73%
<i>Subtotal - Other</i>	408,043	102,011	67,203	34,808	34.12%
	14,246,225	3,561,556	2,831,961	729,595	20.49%
Direct Delivery					
Direct Delivery Operations	1,113,353	278,338	125,693	152,645	54.84%
Paramedic Services - Land					
Operating Costs	9,386,110	2,346,528	2,042,376	304,152	12.96%
Capital Equipment	281,723	70,431	(5,318)	75,749	107.55%
Administrative Overhead	(241,250)	(60,313)	(60,313)	1	0.00%
Internal Support Services	485,054	121,264	64,136	57,128	47.11%
COVID-19 - Administration	-	-	134,138	(134,138)	100.00%
	9,911,637	2,477,909	2,175,019	302,890	12.22%
Paramedic Services - Garden					
Operating Costs	1,362,570	340,643	299,966	40,677	11.94%
Capital Equipment	-	-	-	-	100.00%
Administrative Overhead	241,250	60,313	60,313	(1)	0.00%
Internal Support Services	121,263	30,316	29,350	966	3.19%
COVID-19 - Administration	-	-	21,887	(21,887)	100.00%
	1,725,083	431,271	411,516	19,755	4.58%
Corporate Services					
Salaries and Benefits	2,002,200	500,550	455,235	45,315	9.05%
Operating Expenses	1,124,385	281,096	183,870	97,226	34.59%
Salary Subsidy (Income)	(95,000)	(23,750)	(106,000)	82,250	-346.32%
Other Income	-	-	-	-	100.00%
COVID-19	-	-	-	-	100.00%
	3,031,585	757,896	533,105	224,791	29.66%
Schedule A: Allocation to Divisions:					
Ontario Works	(1,297,518)	(324,380)	(238,010)		
Community Housing & Development	(739,707)	(184,927)	(134,406)		
Early Years Services	(388,043)	(97,011)	(67,203)		
Paramedic Services - Land	(485,054)	(121,264)	(64,136)		
Paramedic Services - Garden	(121,263)	(30,316)	(29,350)		
	(3,031,585)	(757,896)	(533,105)		



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: Carla Fairbrother

DATE: June 16, 2022

RE: Update on Prince Charles program

RECOMMENDATION

That the District of Sault Ste. Marie Social Services Administration Board approve this update as presented.

BACKGROUND INFORMATION

The Board is aware that the Prince Charles Early Learning Centre opened for direct delivery of child care service in January of this year. The program operates in conjunction with the Before and After School Program located in St. Paul School. The board approved the SSMDSSAB entering into direct childcare delivery on the condition that the centre not require any additional municipal funding than would be provided to any other childcare provider.

With a new Federal-Provincial agreement in place that identifies expansion of spaces across the system as a critical goal, it is increasingly important that the DSSMSSAB build the capacity to participate in direct service delivery, in order to maximize community opportunities for expansion.

SUMMARY/OVERVIEW

When Early Years division identified a pressing need to participate in the expansion of child care spaces in the community, the division also committed to operating in a cost-effective manner.

Direct delivery of services has not been without challenges, including those that have been identified across the province with respect to a lack of qualified staff. Early Years is pleased to report that staff who have been hired to date have been nothing short of amazing in their commitment and professionalism towards the delivery of services. Operations truly reflect Early Years pedagogy and best practice. Families regularly

express how appreciative they are of the program and the opportunities provided to their children.

Capacity and waitlist at the Prince Charles location as of the end of April is as follows:

Prince Charles

Age Grouping	FDE	Total # Children	Waitlist
Infant 3:10	5.8	7	74
Toddler 1:10	11	13	48
Preschool 1:8	8.6	11	20
TOTAL	25.4	31	142

St. Paul

Age Grouping	FDE	Total # Children	Waitlist
Before School 1:13	9	15	13
JK/SK After School 1:13	11.8	13	
After School 1:15	8.8	10	
TOTAL	29.6	38	13

As staff are hired, spaces open and children and families are enrolled.

STRATEGIC PLAN IMPACT

The program at Prince Charles strongly reflects the Service Delivery pillar of the Strategic Plan. Accessible, integrated services, service excellence and creativity positively impact the overall quality of the service and the families and children enrolled in the program.

FINANCIAL IMPLICATIONS

Below is a January-April financial update, provided by the Finance Division:

TOTAL DIRECT DELIVERY			
	2022 Budget	AT MAR 31, 2022	AT APR 30, 2022
Revenue	1,113,353.00	138,558.28	225,725.17
Expenses	1,113,353.00	128,745.57	222,769.77
SURPLUS (DEFICIT)	-	9,812.71	2,955.40

CONCLUSION

While direct delivery of services has not been without anticipated challenges, Early Years division is very proud of the service being delivered to the community, whether through Emergency Child Care when needed or the current delivery model. In order for the system in Sault Ste. Marie to continue to expand to meet the need for spaces, the DSSMSSAB must be part of the service delivery model. The new Canada-Wide Child Care and Early Years Program offers additional opportunities and funding opportunities to meet the cost of care.

Many accolades have been received from anyone who visits the Centre, whether this is Ministry personnel, Social Service staff from other Divisions, as well as partners from the College who are responsible for student placements. An official opening is planned for the late summer or early fall. Please feel free to drop in for a visit if you find yourself in the neighborhood.

Respectfully submitted,

Approved by:



Carla Fairbrother
Director Early Years 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: June 16, 2022

RE: Reaching Home 2022-2023 and 2023-2024

RECOMMENDATION

It is recommended for the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) to provide the United Way Algoma – Harvest Algoma Reaching Home 2022/23 administration dollars in the amount of \$22,352 to be used towards providing meals to the shelters.

BACKGROUND INFORMATION

The United Way Harvest Algoma has been providing meals to both the shelters and the isolation site for the past two years. This arrangement was in place to ensure shelter staff hours were maximized to work with individuals to secure housing versus preparing meals.

SUMMARY/OVERVIEW

The shelters have been operating at capacity since the opening of the former Verdi site in December 2022. The initial estimate on food costs was based on the occupancy pre-COVID which saw occupancy numbers in the low thirties for both shelters, prior to the men's shelter coming on line. In 2022, the cost of food has dramatically increased coupled with declining donations to Harvest Algoma the preparation of meals for lunch and dinner will surpass the initial estimate of \$80,000 per year. Based on current occupancy and food costs the additional funds requested would ensure that Harvest Algoma can continue to provide the proper meals in accordance to the Canada food guide.

STRATEGIC PLAN IMPACT

The additional Reaching Home administration funds provided to the United Way Algoma will align with the pillar of Service Delivery. The funds will ensure the provision of food to the shelter system will continue to meet the Canada Food guide standards and to provide service excellence.

DATE: June 16, 2022

FINANCIAL IMPLICATIONS

There will be no additional net financial cost to the DSSMSSAB nor any matching funds required as Reaching Home is 100% federal funding.

CONCLUSION

The Reaching Home funding will ensure both shelters can continue to provide the necessary meals to individuals utilizing the shelter system and address the housing and homelessness requirements within Sault Ste. Marie.

Respectfully submitted,

Approved by:



Jeff Barban
Director of Community Housing & Development

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: June 16, 2022

RE: Request for Development Funds for the Sault Ste. Marie Housing Corporation

RECOMMENDATION

It is recommended that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) provide the Sault Ste. Marie Housing Corporation (SSMHC) with \$30,000.00 in funding from DSSMSSAB reserves (2021 surplus funds). The funding is to be utilized towards initial development costs of vacant parcels of land located at 664 Second Line West, 148 Dacey Rd and 90 Chapple Avenue.

BACKGROUND INFORMATION

The Sault Ste. Marie Housing Corporation (SSMHC) currently owns three vacant parcels of land that each have the potential for high-density residential development.

SUMMARY/OVERVIEW

The initial funding will ensure the properties are prepared to move forward to determine the best use and prepare accurate cost estimates for new construction. The properties located at 148 Dacey Road and 90 Chapple Avenue both require rezoning in addition to initial research of existing soil conditions to determine the type of structure that can be built. 664 Second Line West will require investigation on the feasibility of a larger building being built on site as well as a review of construction options to determine the most cost effective method.

STRATEGIC PLAN IMPACT

The additional funds will align with the pillar of Organizational Excellence as the team works on new ideas and solutions to develop the properties.

FINANCIAL IMPLICATIONS

There will be no additional net levy cost to the DSSMSSAB nor any matching funds required.

DATE: June 16, 2022

CONCLUSION

The investigation into each property to determine the type and size of development will assist the SSMHC in expanding affordable housing and has the potential to lead to increased profits and lower operating costs.

Respectfully submitted,

Approved by:



Jeff Barban
Director of Community Housing & Development

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: June 16, 2022

RE: Requested Amendment to Procurement Policy

RECOMMENDATION

It is recommended the District of Sault Ste. Marie Social Services Administration Board amend the Procurement Policy # 6.7, Schedule B, Single Sourcing to allow for management to enter into direct negotiations with trades for the completion of capital work as outlined within the body of this report.

BACKGROUND INFORMATION

The current procurement policy as per Schedule A, Table 2, outlines the procurement method for construction for purchase value greater than \$100,000. It states one of the following procurement methods must be used: Request for Quotation Proposal (RFP) or Request for Tender (RFT) and Public Advertising is required. The minimum approval authority is with the board.

SUMMARY/OVERVIEW

CHD is in a position to work as a general contractor on various capital projects which will allow the DSSMSSAB to enter into direct negotiation with sub trades as opposed to RFP and RFT. It is anticipated that amending the procurement policy will result in savings on capital work by eliminating the initial general contractor mark up, bonding costs, insurance costs and other associated costs with the tender process. In order for this process to be utilized, the Procurement Policy will be required to be amended, specifically Schedule B under Single Sourcing that currently states in the following section:

- a. An attempt to purchase the required Goods, Services and Construction has been made in good faith using a method other than direct negotiation (i.e. Request for Proposal, Request for Tender, etc.) which has failed to identify a successful supplier and it is not reasonable or desirable that a further attempt to purchase the Goods or Services be made using a method other than Direct Negotiation.

CHD is recommending an amendment to Schedule B Single Sourcing by adding the following section:

h. The Negotiation Procurement Process shall only be used for non-complex Capital Projects that do not require detailed specifications and drawings for direct negotiations for the purchase of goods and services requiring a minimum of three (3) bids, where possible. In circumstances when only one bid can be obtained the section on Sole Sourcing shall apply.

The minimum approval authority for awarding the bids/work will still require the same approvals as per the purchasing policy Purchase Value as per Schedule A, Table 2.

Purchase Value	Minimum Approval Authority
\$0-\$2,500	Manager /Purchasing Cardholder
\$2,501 -\$25,000	Manager (up to \$5,000) Director/ Chief (up to \$25,000)
\$25,001 - \$100,000	CEO
> \$100,000	Board

STRATEGIC PLAN IMPACT

The recommendation falls under the pillar of Organizational Excellence as CHD continues to develop new ideas and solutions to expand the SSMHC asset base at the lowest possible cost.

FINANCIAL IMPLICATIONS

The new proposed amendment will see savings in many of the SSMHC capital projects and will not increase any costs to the DSSMSSAB.

CONCLUSION

As the DSSMSSAB and the SSMHC proceed with its plans to become a development corporation, it is important for management to be able to be able to negotiate with contractors and get best value and costs for goods. Tendering or issuing an RFP for work where the DSSMSSAB can act as the general contractor without any significant liability will help to further achieve this goal. Additionally, the DSSMSSAB has qualified staff through our Infrastructure and Asset Managers who have the expertise and are capable of acting in this capacity and role for such projects.

DATE: June 16, 2022

Moving to a more modern approach, specifically in awarding capital work as recommended by CHD within the DSSDSSAB and, and ultimately the SSMHC, will allow for lower project costs for certain work. The savings realized from this approach will allow more capital jobs to be issued within the annualized budget. This procurement method will also contribute to lowering costs associated with some of the less complicated development projects to ensure the advancement of affordable housing.

Respectfully submitted,

Approved by:



Jeff Barban
Director of Community Housing & Development

Mike Nadeau
Chief Executive Officer

District of Sault Ste. Marie Social Services Administration Board Policies & Procedures	
Section: Corporate Services	Effective Date: June 16, 2022
Subject: Procurement Policy	Replaces: January 1, 2021
Policy #: 6.7	Pages: 24

POLICY

To ensure that The District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) obtains the best value for money when purchasing goods or contracting services.

To maximize openness, accountability and transparency while safeguarding the assets, protecting the financial best interest of the DSSMSSAB and allowing for programming needs.

To promote and maintain the integrity of the procurement process and the controls necessary for a public institution and the associated Supply Chain Guidelines hereto attached as Appendix 1.

This purchasing policy ("**Policy**") applies to all organizations and subsidiaries that are governed by the DSSMSSAB Board.

DEFINITIONS

The words and phrases listed below when used in this shall have the following meanings ascribed to them:

"**Award**" means authorization to proceed with purchase of Goods, Services and/or Construction from a chosen supplier.

"**Approval Authority**" means the authority to approve spending up to the designated amount for an employee's job class in accordance with the procurement policy.

"**Bid**" means an offer or submission from a supplier or proponent in response to a Bid Request.

"**Bid Request**" means a formal solicitation by the DSSMSSAB for Bids that may be in the form of a request for tender or a request for proposal.

"**Bid Irregularity**" means a deviation from the requirements of a Bid Request, as more specifically set out in Schedule D.

"**Board**" means the Board of Directors of The District of Sault Ste. Marie Social Services Administration Board.

"**Budget**" means the Board approved Department budget(s), including authorized revisions.

“Chief Executive Officer” or **“CEO”** means the head of operations at the DSSMSSAB, his or her designate or any successor position thereto.

“Conflicts of Interest” are any situation where a DSSMSSAB employee, Director or Board member’s personal interest could influence his or her ability to make decisions with integrity, impartiality and in the best interests of the DSSMSSAB. Conflicts of Interest may arise in (but are not limited to) one or more of the following circumstances where an individual:

- a. Has a financial or other personal interest in any transaction(s) during the proper discharge of their duties;
- b. Derives direct or indirect benefits from the DSSMSSAB Contracts on which they can influence decisions;
- c. Demands, offers, or accepts from a person who has dealings with the DSSMSSAB, commissions, rewards, advantages, or benefits of any kind, directly or indirectly, themselves or through a member of their family, or through anyone else for their benefit;
- d. Knowingly accords preferential treatment to relatives, friends, or to organizations in which they, or relatives or friends, have an interest.

“Construction” means a construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, soil investigation, the supply of products and materials and the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering design or architectural work, but does not include professional services related to the construction Contract unless they are included in the specifications for the procurement.

“Compliant Bid” means a bid that meets the requirements outlined in the requisitioning documents as determined by the DSSMSSAB.

“Contract” means any binding agreement between two or more parties that creates an obligation to provide goods or perform services authorized in accordance with this policy.

“Division” refers to the following organizational units in the DSSMSSAB led by a member of senior management: Ontario Works, Housing Services, Early Years Services, Administration, and Emergency Medical Services.

“Designate” means a person authorized by the CEO or respective Director to act on his or her behalf, for the purpose of this policy.

“Direct Negotiation” means the ability to enter into negotiations to procure services for the reasons outlined in Schedule B. Direct negotiations are exempt from the competitive tendering process.

“Director” refers to the position title who has responsibility and authority over several program or budget areas.

“DSSMSSAB” refers to the District of Sault Ste. Marie Social Services Administration Board.

“Emergency” means a situation, or threat of an impending situation, which may affect the environment, life, safety, health and/or welfare of the general public, the Board, volunteer or an employee while acting on the DSSMSSAB’s behalf, or to prevent serious damage, disruption of work, or to restore or to maintain essential service to a minimum level.

“Goods” means raw materials, products, equipment and other physical objects of every kind and description or moveable property including the cost of installing, operating and maintaining or manufacturing such moveable property.

“In-House Bid” means a bid made by one or more internal staff or affiliates to compete with external entities for procurement opportunities by formally providing a submission in response to a public bid solicitation.

“Ministry” means a governmental organization of Canada or Ontario, headed by a minister that manages a specific sector of public administration.

“Purchase Order” means a written confirmation between the DSSMSSAB and the supplier to supply specific Goods, Services or a specific type of Construction defined by such things as cost, time period and location(s).

“Purchasing Authority” means the employee that is authorized to purchase or procure services up to their approved spending authority.

“Purchasing Card” means a credit card issued to purchase Goods and Services of a low dollar value in accordance with the limits set out in Schedule A - APPROVAL AUTHORITY AND PROCUREMENT METHOD.

“Services” means services of all kinds, including but not limited to labour, construction, maintenance, professional and consulting services save and except those services to be delivered by an officer or employee of the DSSMSSAB in accordance with the terms of employment.

“Total Acquisition Cost” means an evaluation of quality and service in the assessment of a bid and the sum of all costs including purchase price, all taxes, warranties, local service costs, life cycle costs, time of completion or delivery, inventory carrying costs, staff training, operating and disposal costs for determining the lowest compliant bid.

PROCESS

It is the policy of the DSSMSSAB to:

1. Purchase Goods, Services and Construction in an efficient and cost effective manner;
2. Consider the Total Acquisition Cost as opposed to only the lowest invoice price;
3. Eliminate redundant and low value added activities throughout the procurement cycle;
4. Reduce risk and potential conflicts internally and externally;
5. Make procurement decisions defensible when facing public criticism, trade or legal challenges;

6. Establish inclusive, consistent processes related to selecting and working with suppliers that will enhance mutual trust and working relationships;
7. Maintain best and leading practices for its procurement procedures.

The overall purpose of the policy is to protect the interest of the DSSMSSAB and all parties involved in the procurement process and ensure fairness, transparency and integrity by using standard and consistent approaches for selecting the appropriate procurement process.

SEGREGATION OF DUTIES

As an internal control, the segregation of duties and delegation of authority should be maintained to ensure the integrity of the process by reducing the exposure to inappropriate, unauthorized or unlawful expenditures. The segregation of duties is to prevent one person from having access to assets and the responsibility for maintaining the accountability of those same assets. The segregation of duties is done so that no one employee or group will be in a position to perpetuate and to conceal errors or fraud in the normal use of their duties.

The DSSMSSAB segregation of duties occurs as follows:

Roles	Activities/Duties	Accountable Party
Requisition	Authorize Finance to place an order	End-user requesting the Good, Service or Construction
Budget	Authorize that funding is available to cover the cost of the order	Requisitioning Director with the Director of Corporate Services
Commitment	Authorize the release of the order to the supplier under the agreed upon Contract terms	CEO or Designate
Receipt	Authorize that the order was physically received, correct, and complete	Individual responsible for receiving the goods
Payment	Authorize release of payment to the supplier	Accounts payable role within the Finance team

ROLES AND RESPONSIBILITIES

1. It is the responsibility of the DSSMSSAB Board to approve corporate policies and a Supply Chain Code of Ethics governing procurement (see Attachment 1).
2. Purchases of assets in excess of Approval Authority levels set out in Schedule A - Approval Authority and Procurement Method, and any use of funding reserves shall be supported by a formal Board resolution, regardless of Approval Authority limits.
3. Unless otherwise provided in accordance with the Purchasing Policy, the Director of Corporate Services or Designate shall:
 - a. Be responsible for providing all necessary advice required for purchases authorized by this policy;
 - b. Conduct training as required to teach the requirements of this policy and associated documentation to the DSSMSSAB employees;
 - c. Review the effectiveness of this policy every five years, or more frequently as

- required. This review will include both legislative and best practices;
- d. Establish purchasing procedures consistent with the purchasing principles set out in the policy relating to:
 - i. Maintaining appropriate internal controls to ensure accountable processes for purchasing;
 - ii. The form, content and use of forms, whether electronic or printed, including quotations, competitive procurement documents and other contract documents;
 - iii. The identification of Goods, Services and Construction which are more effectively acquired through cooperative purchasing;
 - iv. The process to be followed in issuing, receipt and evaluation of quotations, tenders and requests for proposals;
 - v. The recording and retention of documents;
 - vi. Any aspect of process or procedure not specifically provided for in this policy.
4. Requisitioning Division shall be responsible for:
 - a. Preparing all quotation, tender and/or request for proposal documents approved by the Director of Corporate Services or Designate;
 - b. Managing the budget associated with the Goods, Services and/or Construction which is being procured;
 - c. Managing the Department's Contracts to ensure Goods, Services and/or Construction are recorded when received from the DSSMSSAB, complying with the Contract terms and conditions, and monitoring ongoing supplier performance in a form prescribed by the Director of Corporate Services or Designate;
 - d. Monitoring all Contract expenditures and ensuring that all financial limitations have been complied with;
 - e. Standardizing the use of Goods and/or Services where such standardization supports the purpose and principle of this policy.
 5. All acquisitions shall be in accordance with approved Department Budgets except where the DSSMSSAB Board, by resolution, determines otherwise.
 6. Each staff member is accountable for the decisions and actions which they take pursuant to this policy and in the administration of Contracts, which have been awarded pursuant to this policy.

GENERAL INFORMATION

Delegation of Authority and Procurement Method

The Approval Authority and Procurement Method hereto attached as Schedule A outlines both the delegated authorities that may be authorized to commit the DSSMSSAB to any procurement and the method of procurement that must be taken at each approval limit.

Prior to commencement, any procurement of Goods, Services or Construction must be approved in accordance with Schedule A.

Direct Negotiation

The Direct Negotiation hereto attached as Schedule B outlines the circumstances under which

direct negotiation (i.e. sole sourcing or single sourcing) shall be authorized.

Excluded Goods and Services

Purchases that are excluded from this Purchasing Policy because they are recurring or non-competitive expenditures are listed in Schedule C - Excluded Goods and Services.

Bid Irregularities

The process for administering irregularities contained in Bids shall be as set out in Schedule D - Bid Irregularities.

Procurement in Emergencies

If an Emergency exists requiring the immediate procurement of Goods, Services or Construction, the CEO or a Director, if the CEO is unavailable, may requisition the required Goods, Services or Construction by the most expedient and economical means available, notwithstanding any other provision of this policy.

For all Emergency purchases, an information report outlining the circumstances of the procurement must be submitted by the requisitioning Department Director to the Board at its next scheduled meeting.

Note: failure to plan and allow sufficient time for a competitive procurement process does not constitute an Emergency.

Cooperative Purchasing

The DSSMSSAB shall participate with other government agencies or public authorities in cooperative purchasing where it is in the best interest of the DSSMSSAB to do so. The decision to participate in cooperative purchasing agreements will be made by the CEO or Director of Corporate Services.

Contractual Agreement

The Award may be made by way of a Contract or Purchase Order. All Contracts must be executed by a formal written agreement which has been reviewed and approved by the Manager of Corporate Services. The use of a Purchase Order or Contract shall be in accordance with the limits stated in Schedule A - Approval Authority and Procurement Method.

Staff shall be authorized to enter into Contracts on behalf of the DSSMSSAB in accordance with the approval limits set out in Schedule A. For example, a Director shall have the authority to enter into a Contract and bind the corporation at the approval limit set out in Schedule A without requiring the signature of the CEO and Board Chair. For multi-year Contracts, the authority approval shall be at the limit for the entire duration of the Contract, not the dollar value for a single year.

Surplus and Obsolete Assets

The disposal of surplus assets of residual value is the responsibility of the CEO with prior Board approval. The Director of Corporate Services will arrange for disposal of all Assets for which the DSSMSSAB no longer has use and the Director of Corporate Services may use any method for disposal in the DSSMSSAB's best interests, including without limitation, public auction, public

tender, trade, or negotiated sale.

Employees who have the responsibility of declaring Goods surplus or obsolete, or for sending items to a public auction cannot bid on or personally obtain any Goods that the employee has declared as surplus.

No one shall be permitted to purchase surplus or obsolete Goods except by purchase at public auction, public tender, trade or negotiated sale.

If it is determined that the goods have no residual value, the Director of Corporate Services can delegate employees to dispose of them in an accredited landfill site or other environmentally responsible manner.

Assets can be transferred to a municipal levy partner for \$1 at the discretion of the Board.

Accessibility

The DSSMSSAB shall incorporate accessibility criteria and features in its procurement practices so that Goods, Services and facilities are accessible to people with disabilities, unless it is not practicable to do so. If the CEO determines that it is not practicable to incorporate accessibility criteria and features when procuring a particular Good, Services or facility, the CEO shall provide, upon request, an explanation.

PROHIBITIONS

The following shall be considered prohibited actions under the Purchasing Policy:

1. The division of Goods, Services or Construction shall not be divided into two or more parts to avoid the requirements set out in Schedule A – Approval Authority and Procurement Method.
2. No preferences shall be shown or taken into account in acquiring Goods, Services or Construction on behalf of the DSSMSSAB.

Exception: The DSSMSSAB recognizes that in order to best serve its citizens within its unique geographic district, its procurement practices may occasionally warrant circumstances under which minor preferences may be given. A preference may be geographical, cultural, linguistic, social, etc. in nature. Those circumstances must be for the sole purpose of best meeting the interests of our citizens (not the interests of the DSSMSSAB) and openly included in any competitive procurement process documents (e.g. request for quotation, request for proposal, etc.). Additionally,

- i. The preference and justification must be clearly stated in the competitive procurement process documents; and
- ii. The weight assigned to a preference must be included in the evaluation section; and
- iii. The weight assigned to the preference must not exceed 15% of the total evaluation score; and
- iv. Preferences shall not be considered post-evaluation.

It is the DSSMSSAB's intention not to discriminate or exercise preferential treatment in awarding a Contract to a supplier as a result of a competitive procurement process. As

such, the use of preferences is limited to the exceptions given in this policy.

3. The purchase of any Goods, Services or Construction for personal use by or on behalf of any DSSMSSAB employee, Board member or elected official, for purposes other than the bona fide requirements of the DSSMSSAB.
4. DSSMSSAB employees should not, under any circumstances, accept directly or indirectly gifts, gratuities, favours or other things of value from vendors or potential vendors. Items of a minimal value which are of an advertising nature only and available to other customers may be accepted (e.g. pens, hats, coffee cups, etc.).
5. Employees shall not place themselves in positions where they could be tempted to prefer their own interests or the interests of another over the interests of the DSSMSSAB. When employees become exposed to or involved in actual and/or potential Conflicts of Interest, they must disclose the situation to the Director of Corporate Services and shall abide by the advice given.
6. The DSSMSSAB shall not acquire Goods, Services or Construction from any of the following:
 - a. Board members;
 - b. DSSMSSAB employees at or above the level of Supervisor;
 - c. Businesses which (a) or (b) above hold a controlling interest.
7. In-House Bids will not be considered in response to public bid solicitations.

Discipline

Breaches of this policy by employees may be subject to the disciplinary action in accordance with principles and practices enforced by the Director of Corporate Services.

Attachments

1. Supply Chain Code of Ethics

Schedules

1. Schedule A - Approval Authority and Procurement Method
2. Schedule B - Direct Negotiation
3. Schedule C - Excluded Goods and Services
4. Schedule D - Bid Irregularities

Forms

1. Form 1 - Procurement Variance Form
2. Form 2 - Direct Negotiation Authorization Form

PROCUREMENT POLICY	CORPORATE SERVICES
	ATTACHMENT 1 - SUPPLY CHAIN CODE OF ETHICS

Authority

Procurement Policy

Intent of Schedule

To ensure an ethical, professional and accountable procurement process.

Standards of Application

1. Personal Integrity and Professionalism

All employees of the District of Sault Ste. Marie Social Services Administration Board involved with purchasing or other supply chain-related activities must act, and be seen to act, with integrity and professionalism. Honesty, care and due diligence must be integral to all supply chain activities within and between the DSSMSSAB, suppliers and other stakeholders. Respect must be demonstrated for each other and for the environment. Confidential information must be safeguarded. All employees must not engage in any activity that may create, or appear to create, a Conflict of Interest, such as accepting gifts or favours, providing preferential treatment, or publicly endorsing suppliers or products.

2. Accountability and Transparency

Supply chain activities must be open and accountable. In particular, contracting and purchasing activities must be fair, transparent and conducted with a view to obtaining the best value for public money. All employees must ensure that public sector resources are used in a responsible, efficient and effective manner.

3. Compliance and Continuous Improvement

All employees involved in purchasing or other supply chain-related activities must comply with this Code of Ethics and the laws of Canada and Ontario. All employees should continuously work to improve supply chain policies and procedures.

PROCUREMENT POLICY	CORPORATE SERVICES
	SCHEDULE A - APPROVAL AUTHORITY AND PROCUREMENT METHOD

Authority

Procurement Policy

Intent of Schedule

To establish the approval authorities, monetary limits and their corresponding required procurement methods for the DSSMSSAB.

Standards of Application

The Purchasing Policy requires a two-step process before any purchases can be made.

The first step is the approval authority which indicates who the purchasing authority is at a total procurement amount (see Table 1).

After the appropriate authority level has been sought, the second step is the procurement method. This indicates the type of procurement method required at the total procurement amount (see Table 2).

Both step one and step two must be completed before a purchase can be made. A decision tree is attached as Appendix A to guide decision making for staff. Any questions about the appropriate procurement process to follow should be directed to the Director of Corporate Services or Designate.

Approval Authority Schedule

The Approval Authority Schedule shall apply to all purchases that were approved as part of the annual budget process, and/or new projects or programs approved outside the annual budget process through a Board report. The CEO may approve purchases, up to \$100,000 outside of the annual budget process. All purchases that are approved through the annual budget process must be accompanied by a Board approved resolution and/or CEO approval.

Table 1: Approval Authority

Delegated Authority Level	Total Procurement Amount
Property Managers	Up to \$1,000
Managers	Up to \$5,500
Directors/Chief	Up to \$25,000
CEO	Up to \$100,000
Board	> \$100,000

Method of Procurement

The method of procurement required at each procurement amount purchase value and the minimum approval authority required.

Table 2: Method of Procurement for the Purchase of Goods, Services and Construction

Purchase Value	Procurement Method	Minimum Approval Authority
\$0 – \$2,500	Purchase may be carried out by: <ul style="list-style-type: none"> • Corporate Purchasing Card • Petty Cash • Work Order • Vendor Account 	Manager / Purchasing Card holder
\$2,501 – \$25,000	<ul style="list-style-type: none"> • Competitive Quotations are to be used to determine the lowest compliant cost for the services • Invitations for quotes must be made to no less than three (3) vendors 	Managers (Up to \$5,500) Director/Chief (Up to \$25,000)
\$25,001 – \$100,000	<ul style="list-style-type: none"> • One of the following methods must be used: Request for Quotation, Request for Proposal or Request for Tender • Public Advertising is not required 	CEO
> \$100,000	<ul style="list-style-type: none"> • One of the following procurement methods must be used: Request for Quotation Proposal or Request for Tender • Public advertising is required 	Board

Purchase Value for Multi-Year Commitments

The purchase value for projects, programs and/or contracts which are for a duration of greater than one (1) year is the anticipated cumulative value over the duration of the project, program, and/or contract. For example, a three (3) year purchase at \$30,000/year would need to be approved at the \$90,000 approval level.

Procurement Variance

In circumstances where procurement is to exceed the budgeted or unbudgeted amount, a **Procurement Variance Approval Form** must be completed. Such circumstances may include:

- a. New funding for a program or project;
- b. Additional funding for an existing program or project;
- c. Reallocation of budgeted funds;
- d. Throughout the procurement process (no suppliers able to provide Goods, Services and/or Construction at the specified funding level).

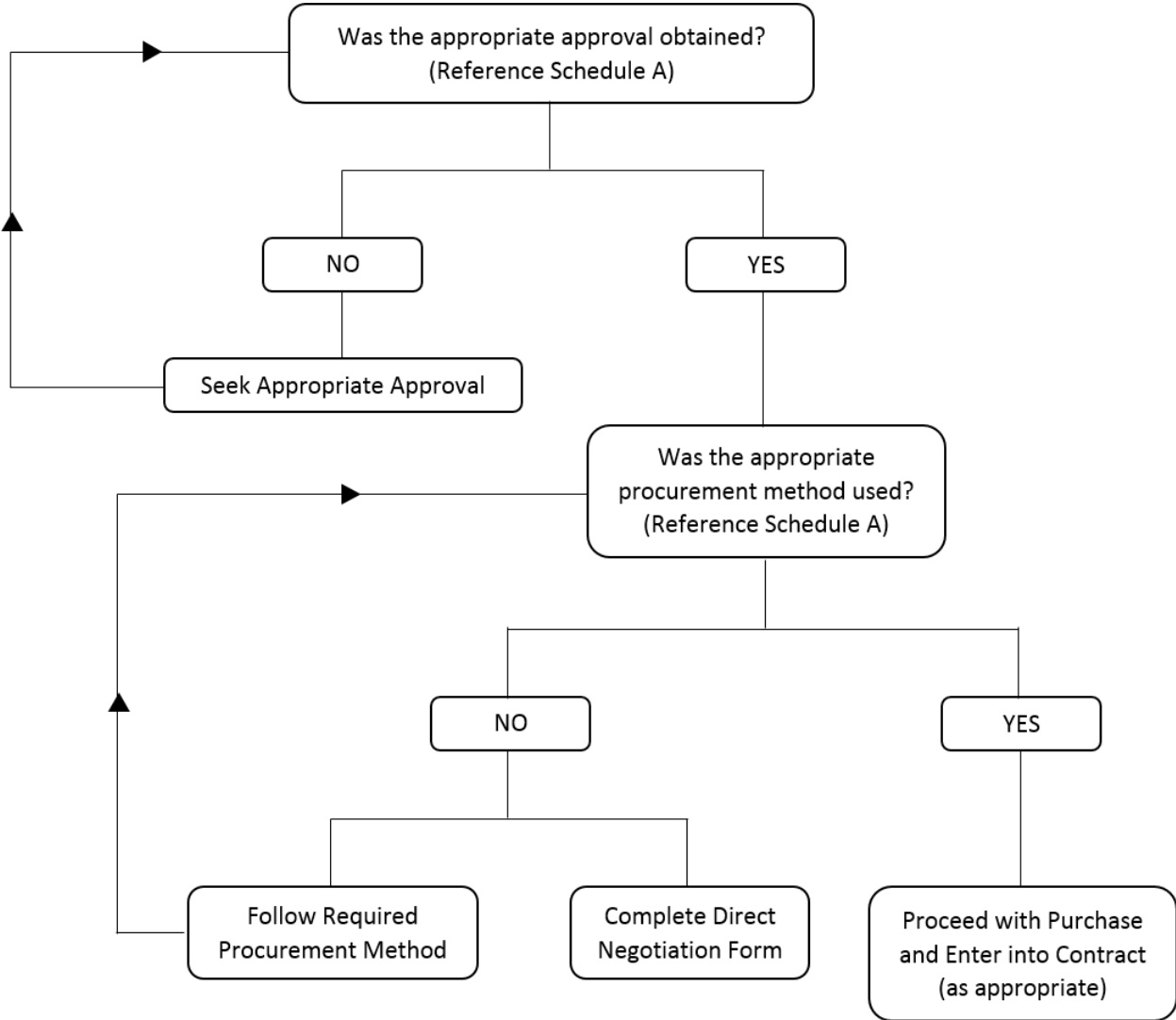
Approval shall be required as specified in the table below for any procurement greater than the delegated purchasing level authority's approved threshold.

Table 3: Procurement Variance Approval Threshold

Approval Level Authority	Procurement Amount	Approval Level
Property Managers	>\$1,000	Managers
Managers	>\$5,000	Directors
Directors/Paramedic Chief	>\$25,000	CEO
CEO	>\$100,000	Board

It shall be the responsibility of the Manager/Director/CEO to ensure that the necessary approval has been sought in accordance with the procurement variance approval thresholds above.

Approval Authority and Procurement Method Decision Tree



PROCUREMENT POLICY	CORPORATE SERVICES
	FORM 1 - PROCUREMENT VARIANCE FORM

A Procurement Variance form shall be completed in circumstances where procurement has exceeded the budgeted or unbudgeted amount. Such circumstances may include:

- a. New funding for a program or project;
- b. Additional funding for an existing program or project;
- c. Reallocation of budgeted funds;
- d. Throughout the procurement process (no suppliers able to provide Goods, Services and/or Construction at the specified funding level).
- e. Other – Specify the need – MUST HAVE CEO APPROVAL FOR OTHER

The completion of this form shall be required for any procurement variance greater than the purchasing level authority as specified in Schedule A, Table 3 and as indicated below.

This form must be reviewed and endorsed by the Manager of Corporate Services and final approval will be in compliance with the Approval Authorities outlined in Schedule A, Table 1. This form must be kept with the Contract Summary Sheet/Contract. If no Contract exists, as in the case for reallocations, this form shall be submitted to the Manager of Corporate Services and kept on file.

General Information	
Name:	
Department:	
Type of Variance: <input type="checkbox"/> a. <input type="checkbox"/> b. <input type="checkbox"/> c. <input type="checkbox"/> d. <input type="checkbox"/> e. (explain below)	
e. Other Explanation -	
Program/Project/Reallocation Name:	
Amount of Variance:	
Explanation for Variance:	
Form Review	
Form reviewed by Manager of Corporate Services: <input type="checkbox"/> X _____	
Requestor	
I certify that this form is in compliance with the Purchasing Policy.	
Manager/Director Name:	
Manager/Director Signature:	
Date:	
Authorization	
Director/CEO Name:	
Director/CEO Signature:	
Date:	

PROCUREMENT POLICY	CORPORATE SERVICES
	SCHEDULE B – DIRECT NEGOTIATION

Authority

Procurement Policy

Intent of Schedule

To establish the circumstances under which direct negotiation (sole sourcing, single sourcing or Ministry directed funds) shall be authorized.

Standards of Application

A Direct Negotiation procurement process shall only be used in particular circumstances. In general, the procurement methods outlined in Schedule A – Approval Authority and Procurement Method shall be the primary method of purchasing Goods, Services and Construction.

Direct Negotiation may be used if one or more of the following conditions apply.

Single Sourcing

- a. An attempt to purchase the required Goods, Services and Construction has been made in good faith using a method other than Direct Negotiation (i.e. Request for Proposal, Request for Tender, etc.) which has failed to identify a successful supplier and it is not reasonable or desirable that a further attempt to purchase the Goods or Services be made using a method other than Direct Negotiation.
- b. The Goods, Services and Construction are required as a result of an Emergency, which would not reasonably permit the use of a method other than Direct Negotiation. *Note: failure to plan and allow sufficient time for a competitive procurement process does not constitute an unforeseeable situation of urgency.*
- c. The required Goods, Services and Construction are to be supplied by a particular vendor or supplier having special knowledge, skills, expertise or experience.
- d. Where Goods, Services and Construction regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through a competitive procurement process could reasonably be expected to compromise the DSSMSSAB's confidentiality, cause economic disruption or otherwise be contrary to the public interest.
- e. Where a Contract is to be awarded under a cooperation agreement that is financed, in whole or in part, by an international cooperation organization, only to the extent that the agreement between the entity and the organization includes rules for awarding Contracts

that differ from the obligations set out in the Purchasing Policy.

- f. Where construction materials are to be purchased and it can be demonstrated that transportation costs or technical considerations impose geographic limits on the available supply base, specifically in the case of sand, stone, gravel, asphalt, compound and pre-mixed concrete for use in the construction or repair of roads.
- g. Where compliance with the competitive procurement provisions set out in the Purchasing Policy would interfere with the DSSMSSAB's ability to maintain security or order or to protect human, animal or plant life or health.
- h. The Negotiation Procurement Process shall only be used for non-complex Capital Projects that do not require detailed specifications and drawings for direct negotiations for the purchase of goods and services requiring a minimum of three (3) bids, where possible. In circumstances when only one bid can be obtained the section on Sole Sourcing shall apply.

Sole Sourcing

- a. The required Goods, Services and Construction can be supplied only by a particular supplier and no reasonable alternative or substitute exists by reason of one or more of the following:
 - i. Scarcity of supply in the market;
 - ii. A statutory or market based monopoly;
 - iii. Existence of exclusive rights held by any supplier (patent, copyright, license);
 - iv. The need for compatibility with Goods and Services previously acquired;
 - v. A need to avoid violating warranties and guarantees where service is required.
- b. The required Goods, Services and Construction will be additional to similar Goods and Services being supplied under an existing contract.
- c. Where there is an absence of competition for technical reasons and the Goods or Services can be supplied only by a particular supplier and no alternative or substitute exists.
- d. For the purchase of Goods on a commodity market.
- e. For work to be performed on or about a leased building or portions thereof that may be performed only by the lessor.
- f. For work to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work.
- g. For a Contract to be awarded to the winner of a design contest.
- h. For the procurement of a prototype of a first Good or Service to be developed in the

course of and for a particular contract for research, experiment, study or original development, but not for any subsequent purchases.

- i. For the purchase of Goods under exceptionally advantageous circumstances such as bankruptcy or receivership but not for routine purchases.
- j. For the procurement of original works of art.

Ministry Directed Funds

In some instances, the Ministry provides funding which must be directed to a particular group or under prescribed circumstances.

Because the funding is prescribed by the Ministry's regulations, it will not be possible to pursue an open competitive procurement process. Departments should take care to make purchases as competitive as possible within the guidelines set by the Ministry.

Direct Negotiation Form

In instances where the competitive procurement methods as outlined in the Purchasing Policy cannot be followed (in accordance with the circumstances listed above), a Direct Negotiation Form hereto attached as Form 2, is to be completed by the requisitioning Department outlining the reasons for pursuing Direct Negotiation. This form must be reviewed and endorsed by the Manager of Corporate Services and final approval will be in compliance with the Approval Authorities outlined in Schedule A - Approval Authority and Procurement Method. Any time Direct Negotiation is pursued, the requisitioning Department must negotiate to obtain the best value in the circumstances for the DSSMSSAB.

PROCUREMENT POLICY	CORPORATE SERVICES
	FORM 2 - DIRECT NEGOTIATION FORM

There are certain circumstances where the competitive procurement methods as outlined in the Purchasing Policy cannot be followed, such as:

1. Single Source
2. Sole Source
3. Ministry Directed Funds

In such instances, a Direct Negotiation Form is to be completed by the requisitioning Department outlining the reasons for pursuing Direct Negotiation. This form must be reviewed and endorsed by the Manager of Corporate Services and final approval will be in compliance with the Approval Authorities outlined in Schedule A.

The Direct Negotiation Form must be kept with the Contract. Any time Direct Negotiation is pursued, the requisitioning Department must negotiate to obtain the best value in the circumstances for the DSSMSSAB.

General Information
Name:
Department:
Program/Project Name:
Type of Direct Negotiation: <input type="checkbox"/> Single Source <input type="checkbox"/> Sole Source <input type="checkbox"/> Ministry Directed Funds
Allowable Exception (reference exception number from Schedule B, ex. 1 f.):
Explanation/Rationale for pursuing Direct Negotiation:
Form Review
Form reviewed by Manager of Corporate Services: <input checked="" type="checkbox"/> X _____
Requestor
I certify that this form is in compliance with the Purchasing Policy.
Manager/Director Name:
Manager/Director Signature:
Date:
Authorization
Manager/Director/CEO Name:
Manager/Director/CEO Signature:
Board Resolution Number (if applicable):
Date:

PROCUREMENT POLICY	CORPORATE SERVICES
	SCHEDULE C - EXCLUDED GOODS AND SERVICES

Authority

Procurement Policy

Intent of Schedule

To list items that are exempt from the full requirements of the Purchasing Policy because they are recurring or non-competitive expenditures, noting that approval limits from Schedule A still apply.

Standards of Application

The following purchases of Goods and Services are excluded from the Procurement Method portion of Schedule A. Please note that the appropriate Approval Authority must still be sought before a purchase can be made.

1. Training and Education including:
 - a. Conferences, conventions, workshops, courses and seminars;
 - b. Newspaper or magazine subscriptions, periodicals;
 - c. Memberships, association fees
2. Refundable Employee expenses including:
 - a. Meal allowance
 - b. Travel expenses & accommodations
3. Employer’s general expenses including:
 - a. Payroll deduction remittances
 - b. Medical documentation/forms
 - c. Insurance premiums
 - d. Tax remittances
 - e. Refunds and overpayments
4. Licenses, certificates and other approvals required
5. Ongoing maintenance for existing computer hardware and software
6. Professional and Special Services including:
 - a. Special tax, accounting and audit services, and advice from Board approved auditor
 - b. Legal services on individual files
 - c. Legal services on individual files where the Board contracted solicitor is unavailable, in a conflict of interest situation or does not possess the expertise required
 - d. Medical, clinical and laboratory services

- e. Confidential items (e.g. investigations, forensic audits)
 - f. Witness fees
 - g. Counseling fees
7. Professional and special services
- a. Committee fees
 - b. Honorariums
8. Utilities including:
- a. Water
 - b. Sewer
 - c. Natural Gas
 - d. Electricity
 - e. Postal
 - f. Communication Infrastructure Services including Internet
9. Real property interest
- a. All real estate transactions including lease or sale of property
 - b. Appraisal fees
10. Advertising
11. Entertainers or public speakers for special events
12. Banking services

PROCUREMENT POLICY	CORPORATE SERVICES
	SCHEDULE D - BID IRREGULARITIES

Authority

Procurement Policy

Intent of Schedule

To outline the process for administering irregularities contained in Bids.

Standards of Application

Care shall be exercised to ensure that a Bid Irregularity is handled in a manner which is consistent and fair to other bidders as well as the public.

The decision as to whether a Bid containing a Bid Irregularity shall be accepted or rejected shall be based on the following general considerations:

1. Is the intention of the bidder clear?
2. Has the bidder made a conscientious attempt to comply with the submission requirements?

The following are guidelines only and are intended to illustrate some of the discretion allowed. The response to the Bid Irregularity must also take into consideration the requirements as set out in the competitive procurement documents (Request for Proposal, Request for Tender, etc.). The Manager of Corporate Services or Delegate and the Director of Corporate Services will review each case.

IRREGULARITY		RESPONSE
1	Late Bids	Automatic rejection. Not opened or read publicly and returned unopened to the bidder.
2	Unsealed Tender envelopes	Automatic rejection.
3	Insufficient financial security (no deposit or bid bond) or insufficient deposit (includes deposit cheque not certified) or bid bond	Automatic rejection unless insufficiency is trivial or insignificant.
4	Bids not completed and/or signed in erasable medium (such as lead pencil)	Automatic rejection.
5	Bid is unsigned (or is improperly signed – for example, without corporate seal or by unauthorized person)	Automatic rejection.

7	All required sections of Bid document are not completed	Automatic rejection unless in the opinion of the Director of Corporate Services and the Department Director, the irregularity is trivial or insignificant.
8	Bids containing minor clerical errors	48 hours to correct and initial errors.
9	Qualified bids (bids qualified or restricted by an attachment statement)	Automatic rejection unless in the opinion of the Director of Corporate Services and the Department Director, the qualification or restriction is trivial or insignificant.
10	Bids received on documents other than those provided or specified by the DSSMSSAB	Automatic rejection unless in the opinion of the Director of Corporate Services and the Department Director, the matter is trivial or insignificant.
11	Execution of Agreements to Bond – Bonding company corporate seal or signature missing from agreement of bond	Automatic Rejection.
12	Execution of Bid Bonds (a) Corporate seal or signature of the bidder, or both, missing (b) Corporate seal or signature of bonding company missing	(a) 48 hours to correct. (b) Automatic rejection.
13	Other Bid Security – Uncertified Cheques	Automatic rejection.
14	Tender Documents – Execution (a) Corporate seal or witness signature missing but Signing Officer signature present (b) Signing Officer signature missing (c) Corporate seal or witness affixed but Signing Officer signature missing	(a) 48 hours to affix. (b) Automatic rejection. (c) Automatic rejection.
15	Erasures, Overwriting or Strike-Outs which are not initialed: (a) Uninitiated changes to the tender documents which are minor (example: the tenderer's address is amended by over-writing but not initialed) (b) Unit prices in the Schedule of Prices have been changed but not initialed (c) Other mathematical errors which are not consistent with the unit prices	(a) 48 hours to initial. (b) 48 hours to initial. (c) 48 hours to initial corrections to be made by department.
16	Failure to attend mandatory pre-submission meeting or site visit	Automatic rejection.

17	Tender documents which suggest that the tenderer has made a major mistake in calculations of tender	Consultation with the DSSMSSAB's Manager of Corporate Services and Director of Corporate Services or Department Director.
18	Only one Bid is received	(a) Bid returned unopened if additional Bids could not be secured. (b) The Bid may be considered at the discretion of the Director of Corporate Services and the Department Director and if found acceptable, then it may be awarded.
19	Any other Bid Irregularities	The Director of Corporate Services or designate shall have the authority to waive other irregularities or grant 48 hours to correct such other irregularities, provided any such irregularities are not substantially material.



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: Mike Nadeau

DATE: June 16, 2022

RE: Supportive Housing Funding Needs

RECOMMENDATION

It is recommended that the District of Sault Ste. Marie Social Services Administration Board allocate \$175,000 from reserves (2021 surplus) to be used for the purposes of ensuring supportive housing is provided for a minimum of 8 hours per day, 7 days a week at 137 East Street. Any 2021 unused funding will be allocate back to reserves in 2022.

BACKGROUND INFORMATION

The community only has 10 fully supported social housing units focused on housing members of the community suffering with mental health and addictions issues. These units are within our housing portfolio and came online in 2014 and are a partnership between DSSMSSAB, CMHA and Ontario Health North (former NELHIN).

137 East Street was renovated from a motel to a bachelor apartment complex in 2018. The property has 8 studio units, 4 accessible units, a 1-bedroom apartment and a common area. The original vision for the property was to house some of the community's most vulnerable and offer 24-7 supports on site; however grant application for the project through provincial Home For Good funding as unsuccessful in 2016/17.

While the grant application for supportive housing was unsuccessful, the decision was made to proceed with the capital retrofit and renovations and supports were to be provided by community health partners. The DSSMSSAB also originally provided partial funding to CMHA and APH to provide supports through CHPI, however CHPI funding was repurposed in in 2019/20 to support and strengthen the shelter system.

Since the onset on the pandemic, community health partner agencies have reallocated resources internally and are only able to offer very sporadic supports to people residing at 137 East Street. CMHA has dedicated one FTE to supporting tenants five days per week, and SAH offers supports two days per week, while an Ontario Works case manager

is also onsite one day. The DSSMSSAB offers a tenant support worker as needed to also provide supports; however, this takes away from the core duties of the TSW. This is not a sustainable nor appropriate supportive housing model.

SUMMARY/OVERVIEW

There is, and has always been, the need to offer increased supportive housing within the property and the community as a whole. The significant increase in homelessness within the community over the past two years, and subsequent rise in acuity levels of mental health and addiction have highlighted this need even more.

FINANCIAL IMPLICATIONS

The cost of providing 24/7 supports to this location is estimated to be \$900,000 annually or approximately \$300,000 for 8 hours. As it is now June, this funding will be for six months, or \$150,000 plus initial unknown start up costs.

Management is currently having conversations with community partners regarding what existing supports can be maintained or increased and will attempt to keep the DSSMSSAB cost as low as possible; however it is evident that an investment is required to get this site directed and maintained in a strategic direction for the community.

CONCLUSION

The recent PIT count, the increased prevalence of mental health and addictions and severe housing shortage within community require the DSSMSAB to step into the supportive housing space. The needs will not decrease without investment and we will continue to respond through emergency services or adhoc housing and homelessness outreach, all which have a cost.

Respectfully submitted,



Mike Nadeau
Chief Executive Officer

Chief Executive Officer Quarter 1 Report (January 1, 2022 – March 2022)

COVID-19

Considerable focus remained on COVID-19 and managing the lifting of provincial mandates for both clients/tenant/patients and employees. Employees began returning to the office at the end of March, which took a significant amount of coordination, communication and logistics. However, by March 31 all offices were staffed 100% for the first time since March 2020.

CORPORATE

Corporate Services continued to support the organization and worked extensively on completing the 2021 audit. Human Resources continued with hiring, on boarding etc. Throughout the pandemic (March 2020 - March 2022) we hired 62 new team members across all divisions (full time, part time and contract), with the vast majority of hiring being completed remotely.

HOUSING

Operations

Housing Division continued to feel the impacts of the pandemic; specifically increased prevalence of tenants with mental health and addictions, homelessness and significant backlog at the Landlord and Tenant Board Tribunal. Our homeless shelters continued to operate at, or exceed, capacity and with move outs down within the SSMHC, stay at shelters increased. This is the last quarter for increased investment from SSRF and the Homelessness Prevention Team began to compress at the end of March. Rental arrears continue to be of significant concern for management, with pandemic policy impacts still being prevalent.

The tender for the new shelter, transition/bridge rooms and the NRC was issued in February, with award and construction beginning in Q2 of 2022.

See Appendix A for the detailed Housing Quarterly Activity Report.

Ontario Works

MCCSS continues with the modernization of Social Assistance across the province. While the province is committing to modernization and the digitization of the local/provincial process, the implementation of such has actually resulted in increased administrative oversight. OW Administrators were advised that this is temporary as the province transitions its business practices; however, the path to modernization has been slow and cumbersome and has added strain across the division. Return of all team members to 540 Albert was a significant event that required much effort and flexibility from the management team and front line staff.

See Appendix B for the detailed Ontario Works Quarterly Activity Report.

Early Years Division

Early Years began directly operating childcare at the newly renovated Prince Charles school location. In January we offered emergency childcare in accordance with provincial eligibility requirements in response to COVID-19 mandates. As emergency childcare began to wind down at the end of January, regular childcare began to increase and be offered within the community.

See Appendix C for the detailed Early Years Quarterly Activity Report.

Emergency Medical Services (EMS)

EMS continued to provide significant supports to the community during some challenging circumstances, all related directly to or impacted by COVID-19. Offload delays at the hospital continue to be a significant challenge and are increasing annually. Management has been meeting with SAH officials and trying to introduce programs and tactics to reduce this trend, however it is becoming clear that off load delays will not be reduced without increased resources provided to SAH.

Our service continues to be negatively impacted by increased call volumes, service partner pressures and a dated emergency response model developed by Ontario. While modernization of the service is occurring in other paramedic jurisdictions, changes to dispatch and alternative destination transport options are needed to be applied locally and the Chief continues to advocate for such with her provincial counterparts.

See Appendix D for the detailed Paramedic Service Quarterly Activity Report.

APPENDIX A



2021-2022 Comparables

Housing Operations (Sault Ste. Marie Housing Corporation)

	Jan - March		Apr - June		July - Sept		Oct - Dec	
	Q1 2021	Q1 2022	Q2 2021	Q2 2022	Q3 2021	Q3 2022	Q4 2021	Q4 2022
Unit Turnover								
Average Number of RGI Vacancies	17	16						
Average Number of Rent Supplement Vacancies	4	2						
Average Number of Affordable Market Rent Vacancies	4	1						
Average of Number Portable Housing Benefit Vacancies	6.33	10						
Average Number of Market Rent Vacancies	12.67	3						
Number of RGI Unit Move-Ins	60	52						
Number of Market Unit Move-Ins	13	7						
Number of Affordable Market Unit Move-Ins	10	1						
Number of Units Evicted Through Landlord and Tenant Board Tribunal	3	7						
90-Day Loss of Rent-Geared-to-Income Subsidy Notices Issued								
Total number issued	60	25						
Capital Works								
Total Number of Projects Issued	1	2						
Total Value of Projects	\$ 165,256.96	\$ 317,280.00						
RGI Tenants Paying Market Rate								
Average Number of households paying market rate	12	29						
Rent Arrears								
Average dollar value of arrears owed (\$) - RGI Units	\$ 34,362.11	\$42,136.38						
Average dollar value of arrears owed (\$) - Affordable Market Units	\$ 993.98	\$280.33						
Average dollar value of arrears owed (\$) - Market Units	\$ 6,210.06	\$3,569.02						
Total Number of Landlord & Tenant Board Tribunal Notices Issued for Rental Arrears (L1)	0	21						
Repayment Agreements Initiated								
	9	2						

APPENDIX A



2021-2022 Comparables

Sault Ste. Marie Housing Programs

	Jan - March		Apr - June		July - Sept		Oct - Dec	
	Q1 2021	Q1 2022	Q2 2021	Q2 2022	Q3 2021	Q3 2022	Q4 2021	Q4 2022
Access to Housing Subsidies - As at End of Quarter								
Application Centre RGI Waiting List - # of applicants on the list	1384	1565						
Percent Change	13.08%							
Number of new applications processed for a housing subsidy	134	205						
Number moving in to a new subsidized housing unit in Sault Ste. Marie	53	35						
Number moving into rent supplement units	7	4						
Average number of applicants who are homeless awaiting a housing subsidy	3.6	8.6						
Number of applicants awaiting an RGI portable housing benefit	523	573						
Number of applicants awaiting a Strong Community Program rent subsidy	461	454						
Service Manager Compliance - Service Level Standards - 1869 Total Units								
Number of Units - Local Housing Corporation (LHC) Sault Ste. Marie Housing Corporation	740	731						
Number of Units - SSMHC Rent Supplement / Housing Programs	502	505						
Number of Units - Commercial Rent Supplement Program	88	78						
Number of Subsidized Housing Provider Units	541	536						
Total subsidized Units	1871	1850						
Over / Short to Total Units Required (1,869)	2	-19	0	0	0	0	0	0
Portable Housing Benefit - # of Participants	167	221						
Strong Communities Rent Supplement Housing Allowance - # of Participants	25	24						
Canada-Ontario Housing Benefit (COHB) Subsidies (<i>NEW - APRIL 2020</i>)	42	42						
Non-profit/Co-operative Housing Providers Target Plan - # of RGI Units	694	536						

APPENDIX A



2021-2022 Comparables

Community Homelessness Programs

	Jan - March		Apr - June		July - Sept		Oct - Dec	
	Q1 2021	Q1 2022	Q2 2021	Q2 2022	Q3 2021	Q3 2022	Q4 2021	Q4 2022
Number of Unique Households Accessing Shelter								
Pauline's Place	75	89						
St. Vincent Place	56	34						
Verdi LBS Shelter	0	133						
Intensive Case Management - Urgent Homeless Program								
Number of individuals housed in the Intensive Housing Based Case Management Program (End of Quarter)	18	11						
Average Level of Acuity	44	44						
Community Wide Homelessness Reductions								
Measure: Chronic homelessness in the community is reduced								
Average Number of Individuals on the By-Name List that are chronically homeless	14.66	18						
% change	23%							
Measure: Homelessness in the Community is reduced overall								
Number of active homeless on the By-name list	104	128						
% change	23%							
Measure: New inflows into homelessness are reduced								
Number of individuals entered onto the BNL for the first time	63	37						
Measure: Returns to homelessness								
Number of individuals entered onto the BNL as a returning user from housing	9	4						
Diversions from Emergency Shelter								
Total Number of Individual(s) Diverted from Emergency Shelter System	40	34						



QUARTERLY DATA REPORT

Social Assistance Performance Report (Monthly)

2022	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Q1
Cases													
OW - Line 12	1,821	1,834	1,892										1,849
TCA - Line 14	64	63	63										63
ODSP - Line 115a	3,984	4,015	4,031										4,010
ACSD - Line 116a	182	181	180										181
Beneficiaries													
OW - Line 13	2969	2971	3066										3002
TCA Children - Line 15	91	89	88										89
ODSP - Line 115b	5,491	5,540	5,535										5,522
ACSD - Line 116b	219	216	215										217
Initial Assessment Timelines													
Avg # Days to Decision - Line 4	5	4	5										5
# of Applications Processed - Line 5	116	113	124										118
# of Eligible Applications - Line 8a	100	91	101										97
# of Ineligible Applications - Line 8b	16	22	25										21
# of Processed within Target - Line 9a	67	75	80										74
% of Processed within Target - Line 9b	58%	66%	65%										63%
# of Applications Pending (Cumulative) - Line 11	48	52	36										45
Outcomes													
# of Cases with Employment Earnings - Line 21	206	161	184										184
% Caseload with Employment Earnings - Line 22	11.31%	8.78%	9.73%										10%
Avg Monthly Earnings per Case - Line 23	\$729	\$810	\$725										755
# of Cases Terminated - Line 24	57	79	89										75
% of Caseload Terminated - Line 25	3.13%	4.31%	4.70%										4%
# of Exits to Employment - Line 26	18	24	22										21
% Terminations Exiting to Employment - Line 27	31.58%	30.38%	24.72%										29%
% of Caseload Exiting to Employment - Line 28	0.99%	1.31%	1.16%										1%
Employment Assistance													
ODSP in OW ES - Line 29	94	93	84										90
Suspends													
Income Reporting - Line 76	262	382	245										296
Verification - Line 81	71	54	88										71
Payments													
Monthly Cheques	214	204	205										208
Overnight Cheques	241	268	259										256
Real Time Cheques	24	39	43										35
Manual Cheques	7	6	9										7
Total Cheques													
Monthly DBD	1,202	1,150	1,267										1,206
Overnight DBD	722	820	779										774
Total DBD													
Reloadable Payment Card	267	300	284										284
Total RPC													

Ontario Works At A Glance Report (**DEC 2021)

Family Structure		
Singles without children	1,180	67%
Singles with children	498	28%
Couples without children	20	1%
Couples with children	52	3%

Family Size		
1 member	1,180	67%
2 members	261	15%
3 members	171	10%
4 members	86	5%
5 members	38	2%
6 or more members	14	1%

Role Within Benefit Unit		
Primary applicant	1,750	62%
Spouse	72	3%
Dependent adult	56	2%
Dependent child	963	34%

Gender of Head of Family		
Female	941	54%
Male	809	46%

Type of Accommodation		
Boarders	98	6%
Owners	42	2%
Renters	1,467	84%
Private Market	1,369	78%
Subsidized	98	6%
No Fixed Address	127	7%
Providing Special Care	15	1%
Other	1	0%

Education			
All Adults	1,690	100%	
Grade 1-8	69	4%	
Grade 9-11	602	36%	
Grade 12-13	702	42%	
Post Secondary	317	19%	
Spouses only	46	100%	
Grade 1-8	4	9%	
Grade 9-11	18	39%	
Grade 12-13	17	37%	
Post Secondary	7	15%	
Dep. adults only	45	100%	
Grade 1-8	10	22%	
Grade 9-11	26	58%	
Grade 12-13	9	20%	
Post Secondary	0	0%	
Primary apps only	1,599	100%	
Grade 1-8	55	3%	
Grade 9-11	558	35%	
Grade 12-13	676	42%	
Post Secondary	310	19%	
Parents age 16-17	0	n.a.	
Grade 1-8	0	0%	
Grade 9-11	0	0%	
Grade 12-13	0	0%	
Post Secondary	0	0%	
Adults in families with children			
Adults age 18-21	71	100%	
Grade 1-8	16	23%	
Grade 9-11	43	61%	
Grade 12-13	12	17%	
Post Secondary	0	0%	
Adults age 18-24	126	100%	
Grade 1-8	16	13%	
Grade 9-11	73	58%	
Grade 12-13	34	27%	
Post Secondary	3	2%	

Age of Youngest Child		
# of Cases with Children	550	31%
5 years old and younger	303	17%
6-12 years old	174	10%
13-17 years old	46	3%
18 years old and over	27	2%

Age of Head of Family		
Under 18 years old	15	1%
18-21 years old	106	6%
22-24 years old	142	8%
25-34 years old	630	36%
35-44 years old	412	24%
45-54 years old	256	15%
55-64 years old	186	11%
Over 64 years old	3	0%

Months On Assistance		
0-4 months	366	21%
5-12 months	194	11%
13-18 months	92	5%
19+ months	1,098	63%
More than 12 months	1,190	68%
More than 24 months	971	55%
Avg Time On (months)	41	

Earners	
Avg Earnings Amount	\$ 183.00
	\$ 784.82

Benefits Received	
OEEAAB	10
UpFront child care	0
OW EA Childcare	1

Participation in Ontario Works Employment Assistance (OW EA)			
Non-disabled adults with participation requirements	1,865	100%	
Actively participating (and neither deferred nor waived)	1,395	75%	
Deferred	215	12%	
Deferred and actively participating	106	6%	
Deferred and NOT actively participating	109	6%	
Waived	0	0%	
Waived and actively participating	0	0%	
Waived and NOT actively participating	0	0%	
Not actively participating	255	14%	
With no outcome plan	51	3%	
With outcome plan but no activity	204	11%	
Total number of adults actively participating in OW EA	1,586	85%	
Non-disabled adults with mandatory participation requirements	1,501	80%	
Adults voluntarily participating and in receipt of financial assistance	0	0%	
Adults NOT in receipt of financial assistance	85	5%	



QUARTERLY DATA REPORT

Social Assistance Performance Report (Monthly)

Ontario Works		2022	TARGET	Average Monthly Employment Earnings per Case					Ontario		
Average Monthly Employment Earnings		Q1 - Q4	N/A	Q1	Q2	Q3	Q4	Average Q1-Q4	Average Q1-Q4		
2021 Ministry Mandated Targets	Q1	Q2	Q3	Q4	2022	\$754.78				\$884.12	
	\$754.78				2021	\$827.52	\$756.13	\$ 813.80	\$816.26	\$803.43	\$929.55
					2020	\$834.96	\$819.76	\$780.97	\$827.34	\$815.76	\$927.73
					2019	\$877.52	\$837.68	\$901.51	\$928.53	\$886.31	\$892.65
					2018	\$810.53	\$846.88	\$861.67	\$905.19	\$856.07	\$867.95
2021 Ministry Mandated Targets	Q1	Q2	Q3	Q4	2022	9.94%				8.98%	
	9.94%				2021	8.79%	9.54%	10.19%	10.45%	9.74%	8.58%
					2020	14.91%	9.40%	7.15%	9.52%	10.24%	8.86%
					2019	14.65%	14.54%	15.19%	15.44%	14.95%	13.20%
					2018	15.78%	14.74%	15.19%	15.05%	15.19%	12.96%
2021 Ministry Mandated Targets	Q1	Q2	Q3	Q4	2022	28.89%				22.36%	
	28.89%				2021	17.39%	17.52%	24.00%	27.45%	21.59%	20.81%
					2020	25.02%	21.32%	17.67%	13.66%	19.42%	22.17%
					2019	18.33%	15.55%	23.48%	32.85%	22.56%	23.30%
					2018	15.94%	16.09%	14.00%	14.12%	15.04%	17.89%
2021 Ministry Mandated Targets	Q1	Q2	Q3	Q4	2022	1.15%				0.99%	
	1.15%				2021	0.72%	0.68%	1.34%	1.09%	0.96%	0.96%
					2020	1.05%	0.82%	0.94%	0.59%	0.85%	1.03%
					2019	0.99%	0.81%	1.45%	2.01%	1.32%	1.31%
					2018	0.85%	0.72%	0.89%	0.74%	0.80%	1.00%

Ontario Works - Caseload* by Local Offices Report (Monthly)

*Report not available

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	AVG
Algoma	602	537											600
Cochrane	1668	1668											1668
Greater Sudbury	2834	2870											2852
Kenora	584	533											589
Manitoulin-Sudbury	507	503											505
Muskoka	649	666											658
Nipissing	1634	1632											1633
Parry Sound	566	563											565
Rainy River	226	219											223
Sault Ste. Marie	1821	1834											1828
Thunder Bay	2497	2537											2517
Timiskaming	615	632											624

* A case refers to a single individual or family unit on Social Assistance (e.g. a family on Social Assistance is counted as one case.)

Temporary Care Assistance - Caseload* by Local Offices Report (Monthly)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	AVG
Algoma	64	66											65
Cochrane	108	108											108
Greater Sudbury	103	97											100
Kenora	33	32											33
Manitoulin-Sudbury	20	17											19
Muskoka	39	39											39
Nipissing	88	88											88
Parry Sound	50	50											50
Rainy River	2	2											2
Sault Ste. Marie	64	63											64
Thunder Bay	217	215											216
Timiskaming	33	33											33

* A case refers to a single individual or family unit on Social Assistance (e.g. a family on Social Assistance is counted as one case.)

Employment Assistance - Participants by Local Office (Monthly)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	AVG
Algoma	602	537											600
Cochrane	1668	1668											1668
Greater Sudbury	2834	2870											2852
Kenora	584	533											589
Manitoulin-Sudbury	507	503											505
Muskoka	649	666											658
Nipissing	1634	1632											1633
Parry Sound	566	563											565
Rainy River	226	219											223
Sault Ste. Marie	1821	1834											1828
Thunder Bay	2497	2537											2517
Timiskaming	615	632											624



QUARTERLY DATA REPORT

Eligibility Verification Process (Monthly Performances Summary Report Data)

Eligible for Ontario Works within the month and part of the official Ontario Works caseload

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Identified in Audit Plan (Eligible)	n.a		n.a										
% of Caseload	n.a		n.a										
Cancelled	n.a		n.a										
Assigned	n.a		n.a										
Completed	n.a		n.a										
Average # of Calendar Days													
Identification to Completion	n.a		n.a										
Identification to Assignment	n.a		n.a										
Assignment to Completion	n.a		n.a										
Method of Interview													
In person	n.a		n.a										
By phone	n.a		n.a										
Both in person and by phone	n.a		n.a										
Identified and not completed	n.a		n.a										
EVP Outcome Results													
Increase in Entitlement	n.a		n.a										
Decrease in Entitlement	n.a		n.a										
Overpayment	n.a		n.a										
Underpayment	n.a		n.a										
Terminated (All)	n.a		n.a										
No Change	n.a		n.a										
Inappropriate for Review	n.a		n.a										

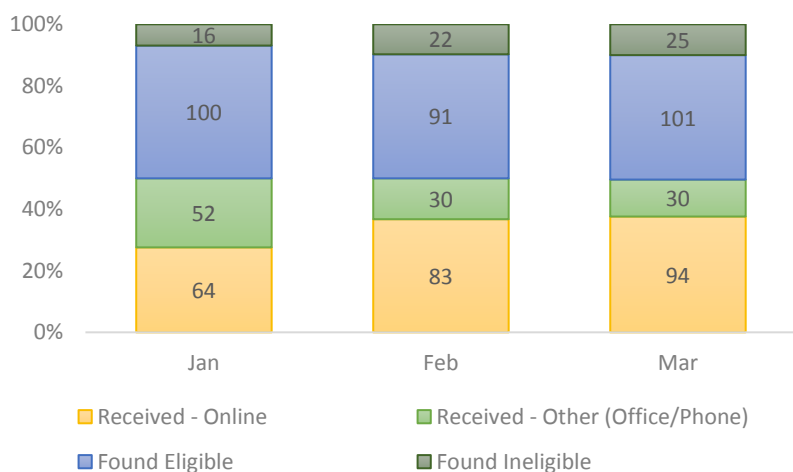


ONTARIO WORKS - 2022 Q1 REPORT

CASELOAD SUMMARY

Type	JAN	FEB	MAR	Q1 (AVG)	2021 (AVG)
Ontario Works	1,821	1,834	1,892	1,849	1,658
Temp Care	64	63	63	63	74
Emergency	27	29	19	25	17

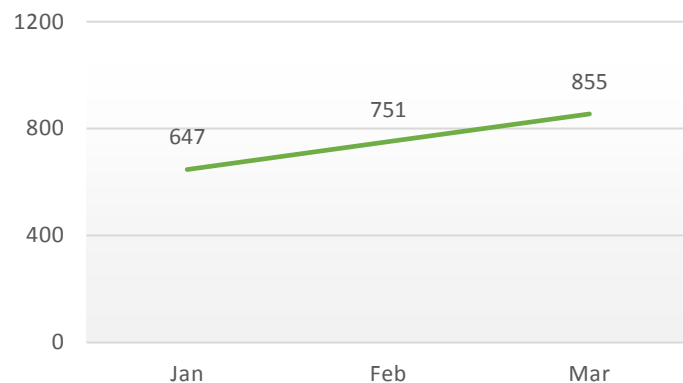
OW - APPLICATIONS PROCESSED



KEY HIGHLIGHTS:

- All staff returned to regular in office operations during the last week of March
- There has been an increase in office appointments since January. First quarter visits total 2253.
- The caseload has been experiencing a slow uptick during the first quarter of 2021.
- A multi-agency committee met during April to discuss the enhancement of collaboration and the logistics of referrals for stabilization efforts.
- The first quarterly multi-unit meeting, facilitated by unit managers, occurred in April to enhance the communication of the multi-initiatives led by the province and led locally.
- 1310 goal oriented meetings were completed in collaboration with clients.

Q1 TOTAL IN OFFICE



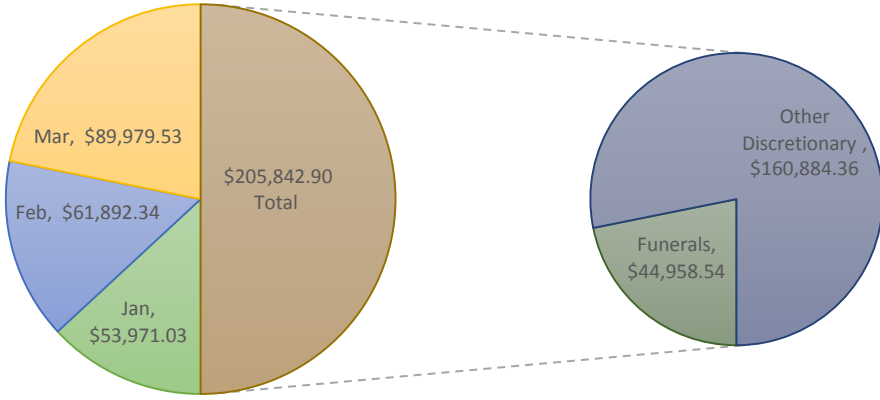
IN OFFICE REASONS	JAN	FEB	MAR	Q1 TOTAL
Bus Passes	2	15	32	49
Cheque Pick-Up	87	88	73	248
CPO	1	2		3
Dental / Vision	1			1
Discretionary Benefits	2		1	3
Drop Off	154	180	166	500
Drop Off (Non-Client)	2			2
Emergency	1		3	4
Employment	1	1	2	4
EVP			1	1
F1 Update			2	2
Finance	6	4	1	11
General - Case Aide	74	75	63	212
General - Case Manager	180	233	308	721
General - Front Desk	3	12	5	20
General - Phone/Computer	6	8	10	24
General - Public Inquiry	1			1
General - Unit Manager	3	5	3	11
Housing Stability	4	1	1	6
Income Statement	1		1	2
Intake Appointment	13	11	17	41
Northern Health Travel Grant			1	1
PA (Participation Agreement)	2	3	4	9
Pick-Up Document	87	87	131	305
Reinstate Appointment		1		1
Reloadable Payment Card (RPC)	9	21	28	58
Schedule Intake Appointment	7	4	2	13
TOTAL	647	751	855	2253



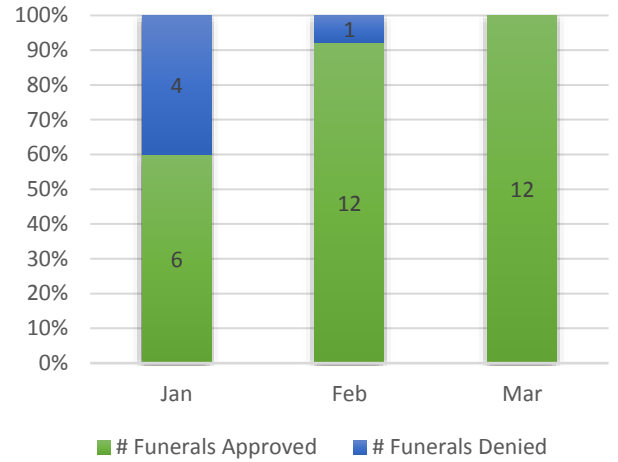


ONTARIO WORKS - 2022 Q1 REPORT

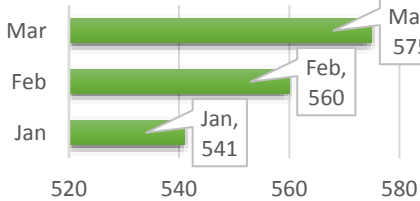
Discretionary Issuance



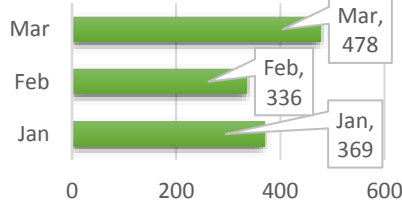
FUNERALS (\$44,958.54)



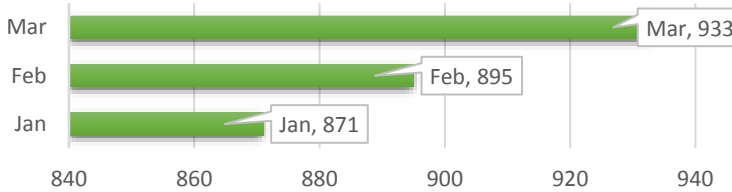
MY BENEFITS APP



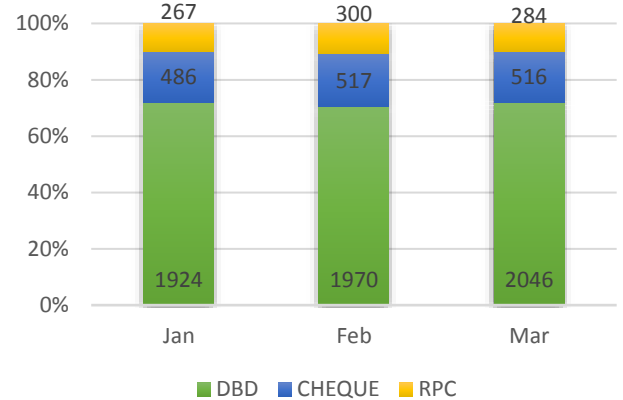
ASSESSMENTS COMPLETED



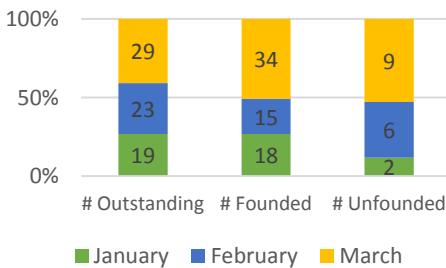
LIFE STABILIZATION OUTCOME



OW PAYMENTS ISSUED



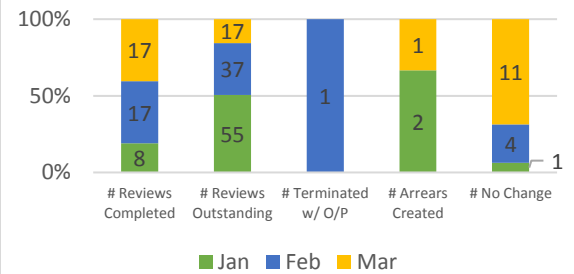
ERO - REVIEWS



ERO/EVP OVERPAYMENTS

Q1	Created	Cost
Jan	16	\$105,823.52
Feb	18	\$40,436.04
Mar	25	\$101,883.80
TOTAL Q1	59	\$248,143.36

EVP - REVIEWS



540 Albert Street
 P.O. Box 277
 Sault Ste Marie, ON
 P6A 5L8

www.socialservices-ssmd.ca

Phone: (705) 759-5266



2022 Quarterly Data

Sault Ste. Marie District

	1st	2nd	3rd	4th
--	-----	-----	-----	-----

	1st	2nd	3rd	4th
--	-----	-----	-----	-----

Fee Subsidies Accessed

Average Subsidized Children Served by Age

1	Infants	21			
	Toddler	45			
	Preschool	98			
	JK/SK	39			
	School Age	91			
	Average Total	294	0	0	0

Total Cumulative Expenditures	331			
	\$ 451,978.41			

Total Number of Children on Waitlist

	March	June	Sept.	Dec.	
3	Infants	286			
	Toddler	187			
	Preschool	555			
	JK/SK	59			
	School Age	401			
	Total	1488	0	0	0

Subsidy Required 45%

Market Rate: Estimated Number of Children Served (FDE)

	March	June	Sept.	Dec.	
4	Infants	46.4			
	Toddler	137.8			
	Preschool	241.6			
	JK/SK	83.4			
	School Age	195.2			
	Total	704.4	0	0	0

Direct Delivery	28			
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Direct Delivery Included in breakdown above.

Vacancies (Centre based)

	March	June	Sept.	Dec.	
6	Infant	10.50%			
	Toddler	10.89%			
	Preschool	10.05%			
	Average	10.48%			

Note: 28% of centre based spaces are not in operation
vacancies reported on spaces in operation only

7

Subsidized Families

	1st	2nd	3rd	4th
New Enrolments	74			
Withdrawals	44			
Active Children	299			

Average Market Rates

	Full Day	Half Day		
8	Infants	\$46.88	\$25.32	
	Toddler	\$41.75	\$25.07	
	Preschool	\$39.61	\$24.17	
	JK/SK & SA	\$38.65	\$22.28	
	Before / After	\$11.13	\$12.07	\$21.18

Direct Delivery Enrolment

Average Number of Children Served by Age Grouping

2	Infants	7			
	Toddler	6.3			
	Preschool	4.3			
	JK/SK/SA Before	1.7			
	JK/SK/SA After	15.3			
	JK/SK/SA B&A	14.3			
	Average Total	48.9			

Total Served	61			
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Number of Children on Waitlist: Direct Delivery

	March	June	Sept.	Dec.
Infants	69			
Toddler	41			
Preschool	16			
JK/SK	7			
School Age	1			
Total	134	0	0	0

Subsidy Required 34%

Average # Children Served: Special Needs Resourcing

	1st	2nd	3rd	4th	
5	Infants	0			
	Toddler	3			
	Preschool	26.5			
	JK/SK	5.5			
	School Age	0.5			
	Total ave serv.	35.5	0	0	0

Total Served	40			
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Expenditures	\$ 139,112.50			
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	March	June	Sept.	Dec.
JK/SK	47.83%			
School Age	19.30%			
Average	33.57%			

Note: 37% of centre based spaces are not in operation

Direct Delivery: Subsidized & Full Fee

	1st	2nd	3rd	4th
New Enrolments	44			
Withdrawals	14			
Active Children	49			

9 EarlyON Child and Family Centres

	1st	2nd	3rd	4th
Child Visits 0 - 6	1455			
Child Visits 7+	153			
Parents/Caregiver Visits	965			
Children Served 0 - 6	325			
Children Served 7+	46			
Parents / Caregiver Served	238			



Historical Data Annualized

Sault Ste. Marie District

1

	2021	2020	2019	2018	Average
Centre Based Licensed Spaces Not for Profit					
Infants	103	103	87	87	69
Toddlers	261	261	238	248	187
Preschool	476	452	449	433	334
JK/SK	357	305	318	303	232
School Age	503	450	480	452	346
Total	1700	1571	1572	1523	1592

Does not include licensed home care

	2021	2020	2019	2018	Average
Licensed Spaces - For Profit					
Infants	10	10	10	10	10
Toddlers	35	35	35	35	35
Preschool	44	44	44	44	44
JK/SK	0	0	0	0	0
School Age	0	0	0	0	0
Total	89	89	89	89	89

2

Fee Subsidies Accessed

Total - cumulative unduplicated children served in year
Average - children served each month in stated yr.

	2021	2020	2019	2018	Average
Regular Fee Subsidy					
Ave.	266	217	490	425	350
Total	423	517	685	687	578
	\$1,496,457	\$1,282,255	\$3,171,983	\$2,682,505	\$2,158,300
Ave cost/space	\$5,625.78	\$5,909.01	\$6,473.43	\$6,311.78	\$6,175.39

Ontario Works

	2021	2020	2019	2018	Average
Formal					
Ave.	12	14.5	33	37	24
Total	39	56	122	105	81
	\$65,519	\$84,282	\$231,220	\$178,530	\$139,888
Ave cost space	\$5,459.92	\$5,812.52	\$7,006.67	\$4,825.14	\$5,776
Informal					
Ave.	1.7	10	3	5	5
Total	9	42	10	29	23
	\$6,186	\$17,973	\$2,632	\$15,543	\$10,583
Ave cost space	\$3,638.82	\$1,797.25	\$877.33	\$3,108.60	\$2,356

3

Subsidized Family Information
Annual Income (1,000s)

	2021	2020	2019	2018	Average
0 - \$10	25.48%	25.83%	36.59%	31.44%	29.84%
\$11 - \$20	9.71%	16.56%	15.56%	21.81%	15.91%
\$21 - \$30	15.98%	21.85%	15.56%	17.02%	17.60%
\$31 - \$40	22.91%	21.85%	17.30%	17.02%	19.77%
\$41 - \$50	13.69%	11.26%	7.49%	8.21%	10.16%
\$51 - \$60	8.95%	1.99%	3.46%	1.83%	4.06%
\$61 - \$70	1.87%	0.00%	2.88%	0.91%	1.41%
\$71 - \$80	1.40%	0.66%	1.15%	0.30%	0.88%
\$81 - \$90	0.01%	0.00%	0.00%	0.30%	0.08%
\$91 - \$100	0.00%	0.00%	0.00%	0.30%	0.08%

Household Status

	2021	2020	2019	2018	Average
Married /Com Law	22.88%	19.78%	26.51%	27.40%	24.14%
Divorced / Sep.	16.34%	18.28%	13.83%	12.40%	15.21%
Single	58.91%	60.92%	59.08%	59.60%	59.63%
Widowed	1.87%	1.02%	0.58%	0.60%	1.02%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Reason for Care

	2021	2020	2019	2018	Average
Working	75.66%	68.56%	62.42%	66.59%	68.31%
Attending School	12.17%	17.47%	18.91%	20.37%	17.23%
OW Work/ Training	0.39%	3.49%	4.09%	4.04%	3.00%
Other / Referrals	11.40%	8.30%	10.93%	7.34%	9.49%
Looking for Work	0.38%	2.18%	3.65%	1.66%	1.97%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

4

Average Number of Children on Waitlist

	2021	2020	2019	2018	Average
Infants	250	232	284	320	279
Toddler	191	213	235	317	255
Preschool	619	600	371	392	178
JK/SK					
School Age	430	361	272	394	342
Total	1490	1406	1162	1423	1370.25

Average % of Families on Waitlist Requesting Subsidy

	2021	2020	2019	2018	Ave.
	45%	46%	44%	46%	45%

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Average # Children Receiving Special Needs Resourcing

	2021	2020	2019	2018	Average
Infants	0.27	0	0	0	0.07
Toddler	3.64	2	2.7	2	2.59
Preschool	19.55	20	20.5	35	23.76
JK/SK	7.27	8.92	12.5	9	9.42
School Age	2.55	5.08	6.2	5	4.71
Ave. Served	33.27	36	41.9	51	40.54
Total# Served	65	76	84	102	81.75
Allocation	\$556,450	\$483,883	\$556,450	\$556,450	\$538,308

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Market Rates at Year End

	2021	*2020	2019	2018	Ave.
Infants	\$45.46	\$45.02	\$46.25	\$45.54	\$45.57
Toddler	\$41.08	\$40.63	\$41.02	\$40.45	\$40.80
Preschool	\$39.16	\$38.50	\$38.89	\$38.32	\$38.72
Full day SA	\$38.65	\$38.06	\$38.06	\$37.18	\$37.99
B/A School	\$21.18	\$20.02	\$20.38	\$19.62	\$20.30

*Rate decrease as College program closed

Average number of Families paying Full Market Rates

	2021	2020	2019	2018	Ave.
4 - 5 days/week	646*	n/a	597	527	
1 - 3 days/week		n/a	373	340	

* full and part time combined

7

Case Management

	2021	2020	2019	2018	Ave.
Elg. Applications	117	46	239	192	149
Terminations	147	185	177	134	161
Income Exceeds	36	12	7	22	19

Active Families Enrolled at Year End

	2021	2020	2019	2018	Ave.
Total	250	196	362	339	286.75

APPENDIX D

Response Volume DSSMSSAB Statistical Ambulance Report

Compare to "Historic #" tab for previous years.

2021 From iMedic data base (Paramedic created)

Priority of calls

CACC decision					
dispatched	Q1	Q2	Q3	Q4	Total
1	284				284
2	173				173
3	1311				1311
4	2363				2363
8	9				9
other					0
Total	4140	0			4140

From ADRS (CACC created data)

Priority of calls

CACC decision					
dispatched	Q1	Q2	Q3	Q4	Total
1	296				296
2	170				170
3	1291				1291
4	2222				2222
*8	239				239
					0
Total	4218	0	0	0	4218

priority defined

- 1 deferrable
- 2 scheduled transfer
- 3 prompt
- 4 urgent (lights and siren)
- 8 standby (for fire and police unless noted otherwise)

* this table includes standby calls (code 8) related to coverage
no paper work is done for these standbys to cover City or GRFN
therefor no count in iMedic data

APPENDIX D

2022 RESPONSE TIME PERFORMANCE RESULTS

Q1

Type of Call by CTAS	Target Time in minutes	RTPP Goal %	Target Time was met %	Number of calls
SCA	6	60	53.8	26
CTAS 1	8	75	63.3	60
CTAS 2	10	80	82.1	676
CTAS 3	15	80	95	1226
CTAS 4	20	80	99.4	920
CTAS 5	30	80	99.7	342

Q2

Type of Call by CTAS	Target Time in minutes	RTPP Goal %	Target Time was met %	Number of calls
SCA	6	60		
CTAS 1	8	75		
CTAS 2	10	80		
CTAS 3	15	80		
CTAS 4	20	80		
CTAS 5	30	80		

Q3

Type of Call by CTAS	Target Time in minutes	RTPP Goal %	Target Time was met %	Number of calls
SCA	6	60		
CTAS 1	8	75		
CTAS 2	10	80		
CTAS 3	15	80		
CTAS 4	20	80		
CTAS 5	30	80		

Q4

Type of Call by CTAS	Target Time in minutes	RTPP Goal %	Target Time was met %	Number of calls
SCA	6	60		
CTAS 1	8	75		
CTAS 2	10	80		
CTAS 3	15	80		
CTAS 4	20	80		
CTAS 5	30	80		

Year as reported to Ministry of Health (after Q4)

Type of Call by CTAS	Target Time in minutes	RTPP Goal %	Target Time was met %	Number of calls
SCA	6	60		
CTAS 1	8	75		
CTAS 2	10	80		
CTAS 3	15	80		
CTAS 4	20	80		
CTAS 5	30	80		

APPENDIX D

Code Reds DSSMSSAB Statistical Ambulance Report

CACC data

	Call Volume (ADRS)	NO AMBULANCE AVAILABLE (no call waiting)		*Priority 4 Emergency CALL DELAYED		*Priority 3 Urgent CALL DELAYED	
		# of times	Total Time Elapsed	# of emergency delays	Total time of delayed emergencies	# of urgent delays	Total time of delayed calls
2018	15322	172	57:28:53	68	8:51:45	421	105:38:04
2019	15102	117	44:54:45	45	8:58:28	456	129:30:29
2020	14839	185	65:40:14	58	15:48:09	582	186:47:54
2021	18617	227	91:38:49	51	10:06:05	707	237:55:14
2022 Q1	4218	20	7:22:38	4	00:32:19	141	51:27:35
Q2							
Q3							
Q4							

Definitions

No Ambulance Available = all staffed units are committed to service, none are able to respond IF needed

* **Priority Call Delayed** = the occurrence of an ambulance being required for an emergency response but no ambulance is available to be dispatched (P4 or P3)

APPENDIX D

Off Load Times at SAH

DSSMSSAB Statistical Ambulance Report

I-Medic data

OFF LOAD STATISTICS AT SAULT AREA HOSPITAL

Off Load Time = from when the ambulance arrived at the Sault Area Hospital until the hospital staff assumed patient care and responsibility.

Hospital staff are made aware, by radio patch, of all incoming patients prior to their arrival
Paramedics cannot leave the patient until this transfer of care (TOC) occurs.

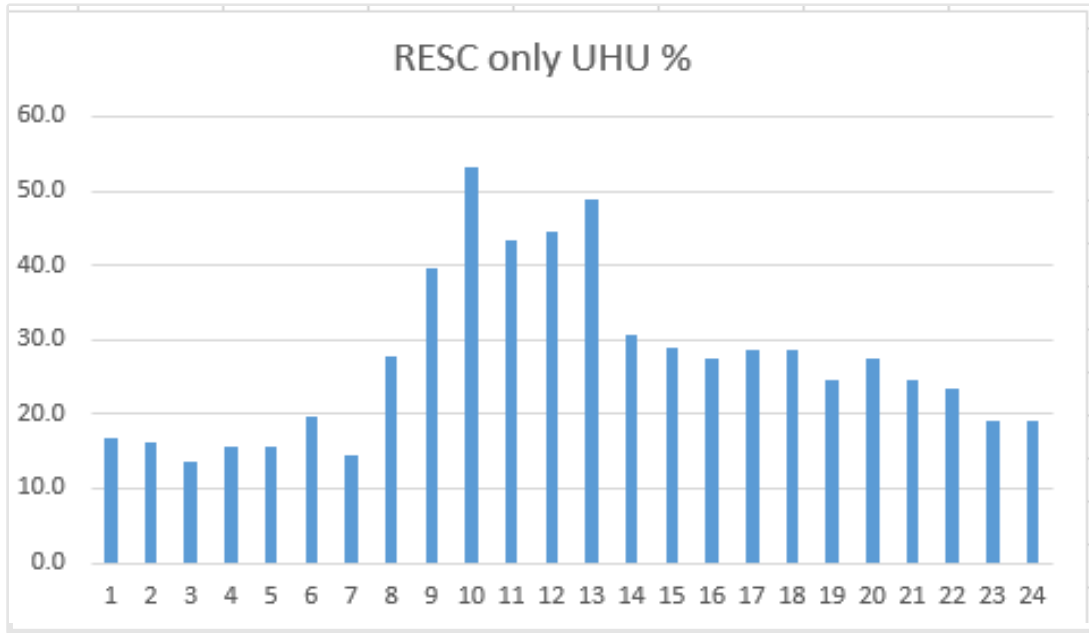
2022 Month	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	Averages
	Patients to SAH	811	749	877									
Average minutes	24.68	25.21	27.92										25.94
Median minutes	16	16	17										16.33
90th percentile of all calls, minutes	48	46	60										51.33
Max. minutes	237	307	277										273.67
Total hours for period	332	313	406										350.33
90h percentile of calls over 30 min.	1:35	1:53	1:33										1:40:20
# pt. over 30 minutes	138	125	296										186.33

APPENDIX D

Unit Hour Utilization (UHU) Year to date

Expressed as a percent by hour of the day: goal is 35%

0 16.8
 1 16.2
 2 13.5
 3 15.5
 4 15.6
 5 19.8
 6 14.4
 7 27.8
 8 39.5
 9 53.1
 10 43.4
 11 44.4
 12 48.9
 13 30.7
 14 28.9
 15 27.3
 16 28.7
 17 28.7
 18 24.7
 19 27.5
 20 24.6
 21 23.4
 22 19.2
 23 19



0 13.5
 1 12.5
 2 10.4
 3 11.9
 4 12.6
 5 15.1
 6 12.1
 7 17.4
 8 24.8
 9 36.5
 10 30.2
 11 32.8
 12 36
 13 24.1
 14 22.1
 15 24.1
 16 22.1
 17 22.1
 18 19.6
 19 24.2
 20 21.7
 21 20.2
 22 16.4
 23 16

