



# Social Services

District of Sault Ste. Marie Social Services

Administration Board

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

Zhawenimi-Anokiitaagewin



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## **REGULAR AGENDA**

*DSSMSSAB REGULAR BOARD MEETING*

*Thursday, January 19, 2023 at 4:30 PM*

*390 Bay Street, Suite 405*

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

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

Election to be conducted by the CEO.

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

*REFERENCE: 2022 Executive: Chair–L. Dufour, Vice-Chair–.C. Gardi , Secretary–D. Hilsinger, Treasurer–D. Edgar*

#### **Resolution #23-001**

Moved By: L. Vezeau-Allen

Seconded By: M. Bruni

- 2.1 **“BE IT RESOLVED THAT** the slate of officers in the positions of Chair, Vice Chair, Secretary, and Treasurer for the 2023 District of Sault Ste. Marie Social Services Administration Board executive positions be accepted as elected

Chairperson -  
Vice-Chair -  
Secretary -  
Treasurer -

### 3. APPROVAL OF AGENDA

#### **Resolution #23-002**

Moved By: S. Spina

Seconded By: A. Caputo

- 3.1 “**BE IT RESOLVED THAT** the **Agenda for January 19 2023** District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.”

### 4. DECLARATIONS OF PECUNIARY INTEREST

### 5. APPROVAL OF PREVIOUS MINUTES

#### **Resolution #23-003**

Moved By: M. Bruni

Seconded By: L. Vezeau-Allen

- 5.1 “**BE IT RESOLVED THAT** the Minutes from the District of Sault Ste. Marie Social Services Administration Board meeting dated **September 15, 2022** be adopted as recorded.”

### 6. ADMINISTRATION

#### **Resolution #22-078**

Moved By: S. Spina

Seconded By: E. Palumbo

- 6.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Board January board meeting be conducted on January 19, 2023 at 4:30 PM”  
**CARRIED BY EVOTE DECEMBER 9 2022**

#### **Resolution #23-004**

Moved By: S. Hopkin

Seconded By: A. Caputo

- 6.2 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board continue to hold their 2023 regular monthly Board Meetings generally on the third Thursday of each month at 4:30 p.m. as listed below:

Thursday, January 19, 2023  
Thursday, February 16, 2023  
Thursday, March 16, 2023  
Thursday, April 20, 2023  
Thursday, May 18, 2023  
Thursday, June 15, 2023 (Sault North or Prince Township)  
Thursday, July 20, 2023  
Thursday, August 17, 2023  
Thursday, September 21, 2023  
Thursday, October 19, 2023  
Thursday, November 16, 2023  
Thursday, December 14, 2023

## 7. MANAGERS REPORTS

### EARLY YEARS

#### Resolution #22-077

Moved By: J. Hupponen

Seconded By: E. Palumbo

7.1 “**WHEREAS** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) is the Service System Manager for Early Years and is responsible to review and evaluate the ability to successfully preserve the existing child care system;

**AND WHEREAS** the Service System manager is required to develop programming in order to remain proactive in maintaining and attracting new child care staff for the existing licensed child care system, as well as any new opportunities that may be available to the community;

**AND WHEREAS** the DSSMSSAB is aware there are issues with the recruitment and retention of Early Childhood Educators across the community;

**AND WHEREAS** this situation is occurring across the province of Ontario;

**AND FURTHER** that the DSSMSSAB has expressed interested in addressing this issue within the community;

**THEREFORE BE IT RESOLVED THAT** the DSSMSSAB, in conjunction with local partners, offer the RECE Recruitment and Retention Bursary Program for Licensed Child Care and Early Years Operators to non RECE individuals who are working in local Early Years in order to receive financial support while they are studying to become a Registered Early Childhood Educator as detailed in the guidelines.”

**CARRIED BY EVOTE DECEMBER 9 2022**

**Resolution #23-005**

Moved By: S. Hopkin

Seconded By: A. Caputo

- 7.2. **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the January 19, 2023, Recruitment and Retention Strategy Report of the Director of Early Years Services as information.”

**Resolution #23-006**

Moved By: M. Bruni

Seconded By: E. Palumbo

- 7.3 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the January 19, 2023, Access and Inclusion Framework – Child Care Expansion report of the Director of Early Years Services as information.”

**Resolution #23-007**

Moved By: M. Bruni

Seconded By: L. Vezeau-Allen

- 7.4 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the January 19, 2023 Canada Wide Learning and Child Care (CWELCC) Update report of the Director of Early Years Services as information.”

**PARAMEDIC SERVICES**

**Resolution #23-008**

Moved By: J. Hupponen

Seconded By: A. Caputo

- 7.5 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the January 19, 2023 Offload Delay report of the Chief of Paramedic Services as information.”

**Resolution #23-009**

Moved By: S. Spina

Seconded By: L. Vezeau-Allen

- 7.6 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the January 19, 2023 Learn and Stay Grant for Paramedic Services report of the Chief of Paramedic Services as information.”

**CORPORATE SERVICES**

**Resolution #23-010**

Moved By: J. Hupponen

Seconded By: M. Bruni

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

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

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

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

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

**Resolution #23-011**

Moved By: A. Caputo

Seconded By: E. Palumbo

7.8 **"BE IT RESOLVED** that the District of Sault Ste. Marie Social Services Administration Board endorse the following "Interim Levies" to our contributing municipalities and appropriate Provincial Ministries that contribute the TWOMO portion as proposed by the Director of Finance and Administration; thereto, ENACTS as follows:

1. That the first Interim Levy equaling 25% of the Year 2022 levy be sent to the contributors with a due date of February 1, 2023.
2. Since our budget is not yet approved, a second Interim Levy equaling 25% of the Year 2022 levy be sent to the contributors with a due date of April 3, 2023.”

**Resolution #23-012**

Moved By: S. Spina

Seconded By: L. Vezeau-Allen

7.9 **"BE IT RESOLVED** that the District of Sault Ste. Marie Social Services Administration Board accept the January 19, 2023 MicroAge Service Agreement report of the Director of Corporate Services and approve the renewal of the Professional Service Agreement with MicroAge for three (3) years ending August 31, 2025.”

**Resolution #23-013**

Moved By: S. Hopkins

Seconded By: M. Bruni

7.10 **BE IT RESOLVED** that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the January 19, 2023 Procurement Policy report of the Director of Corporate Services and approve the updated levels for the Procurement Policy as detailed in the report.”

**Resolution #23-014**

Moved By: M. Bruni

Seconded By: S. Hopkin

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

**Resolution #23-015**

Moved By: A. Caputo

Seconded By: J. Hupponen

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

**8. CORRESPONDENCE**

- 8.1 Copy of Resolution No. 2022-273 from the Municipality of East Ferris addressing Early Years funding and expansion issues

- 8.2 NOSDA Correspondence dated January 10, 2023 to MMAH regarding the end of the Social Services Relief Fund

**9. OTHER BUSINESS / NEW BUSINESS**

**10. ADJOURNMENT**

**Resolution #23-016**

Moved By: E. Palumbo

Seconded By: S. Spina

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

**NEXT REGULAR BOARD MEETING**

Thursday, February 16, 2023 4:30 PM



# Social Services

District of Sault Ste. Marie Social Services

Administration Board

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

Zhawenimi-Anokiitaagewin



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## MINUTES

*DSSMSSAB REGULAR BOARD MEETING*

*Thursday, September 15, 2022 at 4:40 PM*

*390 Bay Street, Suite 405*

*DSSMSSAB Board Room*

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<b>PRESENT:</b>	L. Dufour D. Edgar K. Lamming D. Hilsinger (entered at 5:24)	J. Gawne L. Vezeau-Allen (exited at 6:02 PM) C. Gardi (exited at 6:00 PM)	M. Bruni
<b>STAFF:</b>	M. Nadeau K. Kirkham J. Pearson	S. Ford L. Bruni	D. Petersson C. Fairbrother
<b>GUESTS:</b>	Stephanie Hopkin	Judy Hupponen	

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- 1. CALL TO ORDER** by Board Chair, Luke Dufour at 4:39PM  
New TWOMO board members, Judy Hupponen and Stephanie Hopkin were welcomed to the board

- 2. APPROVAL OF AGENDA**

**Resolution #22-066**

Moved By: J. Gawne

Seconded By: K. Lamming

- 2.1 “BE IT RESOLVED THAT the Agenda for September 15, 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 #22-067**

Moved By: D. Edgar

Seconded By: M. Bruni

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

**CARRIED**

**5. MANAGERS REPORTS**

**EARLY YEARS**

**Resolution #22-068**

Moved By: L. Vezeau-Allen

Seconded By: C. Gardi

- 5.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the September 15, 2022 Funding Model Increase Report of the Director of Early Years and approve the budget transfers required to increase the General Operating Grant rate within the current funding model for licensed child care.”

**CARRIED**

**PARAMEDIC SERVICES**

**Resolution #22-069**

Moved By: J. Gawne

Seconded By: C. Gardi

- 5.2 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the September 15, 2022 Community Paramedicine Update Report of the Chief of Paramedic Services as information.”

**CARRIED**

## **ADMINISTRATION / CEO**

### **Resolution #22-070**

Moved By: D. Edgar

Seconded By: K. Lamming

- 5.3 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the September 15, 2022 Territory Without Municipal Organization Election Results report of the CEO;

**AND BE IT FURTHER RESOLVED THAT** the DSSMSSAB accept the 2022 election results as certified by the Clerk for the city of Sault Ste. Marie.”

**CARRIED**

### **Resolution #22-071**

Moved By: K. Lamming

Seconded By: D. Edgar

- 5.4 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the September 15, 2022 Housing and Homelessness Plan report of Chief Executive Officer as information.”

**CARRIED**

### **Resolution #22-072**

Moved By: M. Bruni

Seconded By: J. Gawne

- 5.5 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the August 10 2022 report of the Director of Early Years Services and opt-in to the CWELCC program as part of direct delivery of child care services.”

**CARRIED BY EVOTE August 12 2022**

**Resolution #22-073**

Moved By: J. Gawne

Seconded By: D. Edgar

5.6 **WHEREAS** Luke Dufour was elected to the Association of Municipalities Ontario (AMO) Board of Directors in August of 2022 for the 2022-2024 term;

**AND WHEREAS** Luke Dufour has made housing, housing affordability and homelessness his top municipal issue and primary interest in joining AMO,

**AND WHEREAS** housing affordability and homelessness are the most pressing challenge experienced by the DSSMSSAB,

**AND WHEREAS** having the DSSMSSAB's experience, challenges and needs brought up directly through AMO is strategically important to the DSSMSSAB

**AND WHEREAS** the AMO Board of Directors meets in Toronto six (6) times annually;

**THEREFORE BE IT RESOLVED THAT** the DSSMSSAB approve travel costs that may be required for AMO purposes;

**AND FURTHER BE IT RESOLVED** that these travel costs be allocated to the CEO board approved travel budget.

**CARRIED**

**Resolution #22-074**

Moved By: D. Hillsinger

Seconded By: M. Bruni

5.7 **"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board now enter into closed session for labour relations."

**CARRIED**

Entered into closed session at 6:28 PM

**Resolution #22-075**

Moved By: D. Hillsinger

Seconded By: K. Lamming

5.8 **"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 7:20 PM

## **7. CORRESPONDENCE**

- 7.1 Correspondence received from Minister of Health dated September 8 2022 regarding additional 50/50 Land Ambulance Services Grant funding for the 2022 calendar year.

## **8. OTHER BUSINESS / NEW BUSINESS**

- DSSMSSAB will be applying for the new Rapid Housing funding
- Homelessness funding – the minister asked for a copy of our report and will be reviewing it

## **9. ADJOURNMENT**

### **Resolution #22-078**

Moved By: J. Gawne

Seconded By: D. Edgar

- 9.1 **"BE IT RESOLVED THAT** we do now adjourn."  
**CARRIED**  
Meeting adjourned at 7:23 PM

### **NEXT REGULAR BOARD MEETING**

Thursday, November 17, 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:** Carla Fairbrother

**DATE:** January 19, 2023

**RE:** Recruitment and Retention Strategy

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### RECOMMENDATION

That the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the report of the Director of Community Services on the proposed Recruitment and Retention Strategy as information. The Recruitment and Retention Strategy was approved by the Board in December through E-Vote.

### BACKGROUND INFORMATION

At the September 15, 2022 Board meeting a discussion was held regarding the recruitment and retention issues occurring in the community. Opportunities to attract those interested in the field of Early Childhood Education as well as to support those who are working and enrolled in taking courses to complete their diploma were discussed. As a result a plan to address these circumstances has been developed and will be funded through the Workforce Funding allocation that is currently available for 2022/2023. If necessary and needed, funding currently attached to the General Allocation, will be requested for 2023 and 2024.

### SUMMARY/OVERVIEW

There are currently a number of avenues for those interested in pursuing a career in Early Childhood Education. However, there are many individuals for whom going to school full time is not an option due to competing responsibilities. This program is to provide incentive to those who are working and who are committed to successfully completing their respective program option, as well as to support them in meeting the financial burden that can accompany this commitment. This program may also entice those who are working without a diploma to consider enrolling in a program that meets their current needs.

Please see attached for overview of the program.

RE: Recruitment and Retention Strategy

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DATE: January 19, 2023

A review of success rates each year and a review of the ongoing need for such support by the end of 2024, will be provided to the Board.

### **STRATEGIC PLAN IMPACT**

Offering this opportunity to the Early Years community is critical to meet the needs of, and stabilize the current system, as well as positively impact future opportunities for growth.

### **FINANCIAL IMPLICATIONS**

Funding to support this initiative will be through 100% provincial allocations that support capacity building and recruitment and retention opportunities as per Ministry guidelines. Initial funding in the amount of \$330,000.00 has been allocated for the 2022/2023 period via the Workforce Funding Allocation.

A Purchase of Service agreement, including an Early Years Division approved application process and requisite guidelines for the administration of these funds will be entered into with a local Early Years Operator and an administration fee will be provided for this work.

### **CONCLUSION**

Early Years Division values the support the DSSMSSAB has demonstrated towards addressing recruitment and retention issues in the community. This strategy has the potential to significantly implant the system's ability to increase the number of qualified Early Childhood Educators in the local workforce and positively impact service delivery for children and families moving forward.

Respectfully submitted,



Carla Fairbrother  
Director Early Years Services

Approved by:



Mike Nadeau  
Chief Executive Officer

## **Guidelines: RECE Recruitment and Retention Bursary Program for Licensed Child Care and Early Years Operators**

**Current situation:** Across the District of Sault Ste. Marie, there is a significant struggle to re-open (post-Covid) all existing licensed child care spaces, given the lack of qualified staff to work. The child care waitlist is over 1550. Without additional staff there is no opportunity to fill existing licensed spaces or for future system expansion. There is also an expectation that demand for spaces will increase as parents recognize the significant cost savings when utilizing the licensed system.

**Rationale:** As the Service System Manager for Early Years there is a responsibility to review and evaluate the ability to successfully preserve the existing system, while at the same time taking advantage of opportunities for growth. This program has been developed in order to remain proactive by maintaining and attracting new child care staff to the existing licensed child care and early years system, and to prepare for new opportunities to provide licensed child care spaces for families in the community.

**Intent:** This funding is to support local Early Years operators as they promote learning and encourage non-RECE professionals working in licensed child care and Early Years settings to further their education and to complete their Early Childhood Education Diploma through an approved College program.

**Program options:** The District of Sault Ste. Marie Social Services Administration Board Children's Services Division, in conjunction with local Quality Assurance Partners, is pleased to offer individuals who are working in local Early Years settings an opportunity to receive financial support while they are studying to become a Registered Early Childhood Educator.

There are three avenues of training identified for participants to access this support:

1. Those enrolled in the [Ministry of Labour, Immigration, Training and Skills Development Early Childhood Education Apprenticeship program](#) who have limited eligibility for the Provincial Qualifications Upgrade Program.
2. Those who are participating in the 6-week unpaid block placement required to graduate from an online College diploma program. ([Ontario's Early Childhood Educators Upgrade Programs](#))
3. Those participating in the [Nosda Pre-Apprenticeship program](#) may be eligible to receive a one-time bursary payment upon successful completion the Nosda program and employer confirmation of regular or casual employment in a licensed child care or early years program.
  - Should participants pursue additional courses towards their ECE diploma they may be eligible to access funds via bullets 1 and 2 and/or the existing Qualifications Upgrade program through the Ministry of Education.

### **Funding Available:**

1. Up to \$3,000.00 per participant from the apprenticeship program (option 1 from above)
2. Up to \$4,536.00 for those completing a 6 week block placement (option 2 from above)
3. Up to \$1,000 as a one-time bursary payment for those who have completed the Nosda Pre-Apprenticeship program and who have obtained employment in the local Early Years system as a result

The funding is available to all District of Sault Ste. Marie licensed child care agencies and EarlyON centres who have staff who do not hold an ECE Diploma and are participating in an approved Early Childhood Education program through a recognized College. The Agency should ensure that staff who would like to participate have completed the Registration Form (attached) to be eligible moving forward.

1. Upon completion of each semester of identified College courses (generally 25% of the full course load), application is to be made by the organization on behalf of the employee for \$750.00 per semester.
2. Upon completion of each 3 week (105 hours) job placement (it is understood that most placements are a total of 6 weeks), application for up to \$2,268 towards lost salaries and benefits (based on a rate of \$18.00 per hour and 20% benefits) can be made on behalf of the employee by the organization.
3. Upon successful completion of the 10 week, Nosda Pre-Apprenticeship program a one-time bursary of \$1,000.00 via an application submitted by the new employer will be provided for those participants who secure employment (regular or casual) in the local Early Years system.

### **Requests for Reimbursement:**

Once the applicant has successfully completed each semester's course load/block placement/pre-apprenticeship program, the agency must complete the Reimbursement Form on their behalf. A copy of the completed form along with a copy of the course enrollment and confirmation of the successful completion must be forwarded to the attention of:

#### **Identified local Early Years Operator (via POS with DSSMSSAB)**

Once approved the funds will be forwarded to the child care agency for reimbursement to the student. There are no administrative fees for the applicant organization attached to this reimbursement. The child care agency must sign an attestation that all funds were flowed to the student.

**Initial Allocation:** \$300,000.00 plus 10% administration to the Early Years Operator administering on DSSMSSAB behalf. Funds for this session are provided through the Ministry of Education's Workforce Funding Allocation targeted to increase recruitment and retention in the sector.



**Timeline:** Phase 1 of this program will be offered and initial registrations must be submitted by March 31, 2023. Reimbursements will only occur for those who have registered prior to this date and on a first come first served basis for funding availability. Should additional funds become available after that date, a second phase of the program may be initiated and additional registrations taken.

**Please note:** This program is effective January 1, 2022 and is not retroactive prior to that date. Funding is limited and a request for reimbursement does not guarantee funding. Funding will be allocated as reimbursements are received and are dependent on current availability. Any financial or contractual agreement that the agency or student undertakes is at their own discretion and DSSMSSAB takes no responsibility for prior financial investments.



# 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:** January 19, 2023

**RE:** Access and Inclusion Framework – Child Care Expansion

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### RECOMMENDATION

It is recommended the board accept this report as information.

### BACKGROUND INFORMATION

Ontario's vision for the Canada Wide Early Learning and Child Care (CWELCC) system is that more families in Ontario have access to high quality, affordable, flexible, and inclusive early learning and child care no matter where they live. Under the CWELCC agreement with the Government of Canada, Ontario has been funded to support the creation of 86,000 new licensed child care spaces (relative to 2019) by December 2026. Since 2019, 33,000 new spaces have become operational, with another 53,000 spaces to be created.

A key priority will be to support the creation of affordable child care spaces in communities with populations who need them most. This directed growth approach will support space creation in regions of the province that have had historically lower rates of space availability. As a result, the Ministry has developed an Access and Inclusion framework for consultation and to assist CMSM/DSSAB's in updating local service plans with an increased focus on access as it relates to inclusion.

The Ministry has developed a model to allocate funding for new spaces for children 0-6 based on available data and to work towards a common provincial access ration of 37%. Additional data reviewed includes existing capacity, socio-economic indicators, demographics and official language minorities.

CMSM/DSSAB's are asked to identify neighborhoods which would benefit from access to affordable licensed child care spaces for low-income families, vulnerable and diverse communities, children with special needs, Francophone and Indigenous families and families needing more flexible models of care such as evenings and weekends.

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The DSSAB has been provided with school and community based space creation targets, which include operating dollars and applications can be submitted to access capital start-up grants for community-based projects.

The bulk of the District of Sault Ste. Marie's allocation is with two school based projects: Tarentorus for 2024 for 49 spaces (only 23 of these are new spaces to that location) and 64 spaces in 2026 with the HM Robbins project which has been in the planning stages in recent months. In addition we have been allocated 5 community based spaces.

### **SUMMARY/OVERVIEW**

This allocation is disappointing as it provides only 92 net new spaces to our community over the next 4 years. Our allocation was the second lowest in the Province. In conjunction with our Data Analysis Consultant, the funding model was investigated based on available information. Attempts were made to identify the factors that negatively affected the number of spaces received and we are submitting correspondence to the Ministry of Education challenging some of their local data elements.

An initial conversation with the Ministry of Education took place over the holidays and provided an opportunity to question some of the data elements. The current Service Manager allocations and data elements were approved by Cabinet; however this did not prevent staff from questioning and/or requesting clarification on a number of items.

One key piece of information for confirmation is that the true DSSMSSAB catchment area was captured correctly in the funding model. In the past, there have been situations where Algoma DSSAB received some of Sault Ste. Marie's allocation because of a misinterpretation of geographical boundaries by Ontario.

During this call, it was stated there would be opportunities to revisit the allocations, should the DSSMSSAB provide compelling evidence that there is a willingness and an ability to expand further. A report is due on January 20, 2023 to the Ministry of Education. It is anticipated that some Service Managers will not be able to utilize their full allocation and in that event, spaces may be redistributed based on prioritized needs.

A report that reflects the current situation in the District of Sault Ste. Marie and points out any data that supports the need for an increased allocation will be submitted. One compelling piece of information to include is the current waitlist, as this information was not part of the data collected or considered. The Data Analysis Coordinator is currently mapping a variety of population and waitlist variables to determine areas of the community where additional spaces would be beneficial based on vulnerability factors and this information will be part of the report. At the same time opportunities and options for community expansion must be identified to support the arguments.

Further complicating this situation is the reality that our waitlist is at an all-time high and there is an inability to fill existing spaces due to significant recruitment and retention issues experienced by all providers. However, counterparts across the Province are in

DATE: January 19, 2023

a similar situation with respect to staff shortages and the resulting vacancies this causes and this should mitigate this current disadvantage.

**STRATEGIC PLAN IMPACT**

Limited expansion opportunities until 2026 given the significant waitlist of over 1700 spaces for children 0-12 or over 1200 for children 0-5 (the targeted population for expansion) means limited responsiveness to families and the community.

**FINANCIAL IMPLICATIONS**

Should the DSSMSSAB demonstrate that there is an ability to expand and provide additional community spaces, there is a process in place to apply for Start-up funding to retrofit and renovate existing spaces, however the funding cannot be used to purchase land or buildings.

Eligible operators can receive a grant for up to \$90.00 per square foot with a cap of \$350,000.00 for every 50 spaces created. Projects identified in partnership with school-based expansions will receive start-up funding in order to ensure those spaces become operational as well.

**CONCLUSION**

While the two school based sites included in the expansion of child care spaces are ideally located for our community and fit within previous internal expansion planning targets, the implications of the current allocation will severely limit the ability to enhance the system and meet the needs of families seeking to access spaces at a more affordable rate. At a time when the demand will be at an all-time high, the ability to address that need will be minimal. Status quo is not an option.

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:** Carla Fairbrother

**DATE:** January 19, 2023

**RE:** Canada-Wide Early Learning and Child Care (CWELCC) Update

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### RECOMMENDATION

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

### BACKGROUND INFORMATION

As reported at the May 12, 2022 meeting, the DSSMSSAB was informed that on March 28, 2022, a \$13.2 billion agreement was reached between the Federal and Provincial governments for a national child care program to support families in Ontario.

By September 2025, Ontario will have average licensed child care fees of \$10/day for existing programs for children 0-5 years of age and families will have access to high quality, and inclusive licensed child care. The plan contains 5 pillars: improving affordability, enhancing quality via a strong, qualified workforce, increasing access through the creation of new spaces, supporting inclusion, and responsive data and reporting.

The DSSMSSAB is responsible for the implementation of this new plan at the local level and a Guidance Document was prepared to assist child care operators with applying for and implementing both the parent fee reduction and workforce funding. Early Years staff have been working closely with each operator to navigate the application process.

### SUMMARY/OVERVIEW

The deadline to opt-in to the CWELCC program expired on November 1, 2022. Status for local child care operators are as follows.

**Non-profit Child Care Operators and Direct Delivered Programs:**

Early Years Division received CWELCC applications from all 12 (34 sites) non-profit service providers in the district prior to the deadline and has now met individually with each provider to review submissions and discuss implementation procedures. All applications have been approved.

- 12 or 100% have signed agreements and have issued rebates to all parents who paid full market or partial costs during the implementation process
- direct delivery programs opted-in as per the Board resolution dated August 12, 2022 and have issued reimbursements to parents
- 13 operators (12 non-profit and DSSAB direct delivery) or 100% are now charging families the reduced market cost. For example, in the month of November 954 children had a reduced parental contribution
- to date, \$1,188,000 in CWELCC funding has been issued for reimbursement of the 25% fee reduction to parents and the reduction in costs associated with fee subsidy. An additional \$1,000,000 has also been allocated to support a cost of living allowance, operator administration, and January 2023 estimates
- As of December 31, 2022, parent fees for eligible children (0 to 5 years) are now reduced by at least 50% for all non-profit and directly delivered programs

**For-profit Sites:**

There are two for-profit operators in the district who have not opted in, but may apply in 2023. The DSSMSSAB has the discretion approve any CWELCC or new child care application based on the growth plan for the community.

**Workforce Funding**

As the wage floor for 2022 was \$18 for RECES and \$20 for Supervisors, no operators who have opted-in are eligible for workforce funding as their staff all earn wages above this provincial minimum threshold. It is anticipated that operators will qualify in 2023 and a January estimate has been advanced as Ontario amended their minimum wage threshold to be up to \$25.00/hour (provincial conditions apply).

**STRATEGIC PLAN IMPACT**

The Canada-Wide Early Learning and Child Care Plan supports our Strategic Plan as it promotes quality and excellence in the sector. Early Years Division will continue to work closely with the Ministry of Education and local Service Provider partners to support CWELCC implementation.

**FINANCIAL IMPLICATIONS**

There are no municipal cost-shared expectations with this new program.

DATE: January 19, 2023

**CONCLUSION**

100% of the non-profit and direct delivery licensed child care sites have opted-in to the CWELCC system. As a result, all qualifying parents/caregivers with children enrolled in these programs are benefiting from a more affordable child care system.

Parents/caregivers can expect a second reduction by the beginning of January 2023.

Respectfully submitted,



Carla Fairbrother  
Director Early Years Services

Approved by:



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:** Kate Kirkham

**DATE:** January 19, 2023

**RE:** Offload Delays

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### RECOMMENDATION

It is recommended that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept this report as information.

### BACKGROUND INFORMATION

Offload delays continue to negatively influence paramedic operations in the District of Sault Ste. Marie. An offload delay refers to a patient's waiting time in the Emergency Department (ED) until paramedics can transfer care to hospital staff. Offload delays are calculated as the difference in time from when the ambulance arrives in the ED until Transfer of Care (TOC) is documented and acknowledged, less the standard thirty (30) minutes it takes ambulances to return to service.

Offload delays remove paramedic crews from service and compromise patient care delivery. Service delivery is budgeted and designed for managing district-wide emergency call volumes and does not allow for time spent on extended offload delays. When ambulances are on offload delay, they cannot respond to emergency calls. Our planned emergency response resources cannot tolerate these increasing offload delay pressures.

Offload delays are not unique to our service; they are a problem for most paramedic services across the country. They are a result of increasing healthcare pressures associated with patient flow issues, reduced patient access to primary care, increased staffing shortages, and complications that arose from the Covid-19 pandemic.

### SUMMARY/OVERVIEW

Despite collaborative efforts between Sault Area Hospital (SAH) and the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB), offload delay times continue to rise.



Offload delay times by year for DSSMSSAB

**2020** – 3,889 hours of offload delay time = average of 10.65 hours/ day/ year

**2021** – 4,121 hours of offload delay time = average of 11.29 hours/ day/ year

**2022** – 5,567 hours of offload delay time = average of 15.25 hours/ day/ year

\*These hours represent lost productivity for the paramedic service

The attached table shows the offload delay information for 2022.

2022 Month	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	Averages
Patients to SAH	811	749	877	880	872	885	863	910	940	977	848	921	877.75
Average minutes	24.68	25.2	27.9	31.8	30	29.5	24.9	33.7	37.1	42.1	41.09	30.8	31.57
Median minutes	16	16	17	17	17	17	16	18	20	22	23	20	18.25
90th percentile of all calls, minutes	48	46	60	76	67	60	48	76	93	93	94	57	68.17
Max. minutes	237	307	277	336	409	729	280	339	515	606	414	412	405.08
Total hours for period	332	313	406	464	434	435	358	510	580	684	579	472	463.92
90h percentile of calls over 30 min.	1:35	1:53	1:33	1:45	1:54	2:10	1:36	2:32	2:06	2:10	1:58	1:56	1:55:40
# pt. over 30 minutes	138	125	196	253	210	190	158	239	295	372	335	229	228.33

The most significant operational impact of offload delays is on the number of ambulances available to respond to emergencies in the community. Our status is designated as Code Red when no ambulances are available to respond to an emergency. Our Code Red frequency continues to rise.

Code reds – (no ambulances available to respond) per year for DSSMSSAB – including no calls waiting, priority four delayed times, and priority three delayed times

**2020** – 825 occurrences – 268 hours, 16 minutes, 17 seconds

**2021** – 985 occurrences – 339 hours, 40 minutes, 08 seconds

**2022** - 1220 occurrences – 419 hours, 21 minutes, 11 seconds (data for December not available or included due to a province-wide technology breach)

To mitigate the effect of rising offload delay times, we have implemented several initiatives to help ambulances return to service as quickly as possible.

- **Fit-2-Sit Program** – Paramedics bypass the acute side of the ED by transferring patients who meet inclusionary criteria, to the triage department/ waiting room.

- **Patient Batching** – One paramedic or paramedic crew tends to several offload delay patients at once. This is typically limited to a maximum of four patients but is contingent on patient acuity.
- **Supervisor Assistance** – Paramedic Commanders work directly with ED management, twenty-four hours a day, to help manage patient flow issues that slow patient offloading.
- **Non-Urgent Patient Transfers** – In partnership with SAH and Central Ambulance Communication Centre (CACC), many non-urgent patient transfers are contracted out to a third-party patient transfer service. We are actively working with CACC to expand the number of patients who can be managed by this added service.
- **Dedicated Offload Delay Nurse/ Paramedic** – A nurse or paramedic is scheduled twelve hours a day and solely dedicated to managing up to four patients on offload delay. While this is better served by nursing staff, SAH staffing issues have limited numbers of nurses available to work on this initiative. Until this improves, paramedics will continue to staff this position. See financial implications for further information.
- **Up-staffing Paramedic Crews** – When there are no ambulances available for the community, and Commanders are unable to free up paramedics from offload delay, they attempt to call in additional staff.
- **Regular meetings between SAH senior management team, ADSAB Paramedic Service management, and DSSAB senior management team** – Used to review operational pressures in each organization, and to strategize improvements and plans going forward.

## STRATEGIC PLAN IMPACT

Many initiatives are in place to manage the increasing rate of offload delays, while still offering high quality, person-focused services. Aligning with the pillars of Service Delivery and Community Partnerships, DSSMSSAB continues to collaborate with community partners in an effort to navigate system-wide healthcare challenges. This strategic engagement will enhance community well-being and provide service excellence.

## FINANCIAL IMPLICATIONS

The true financial implications of offload delays are difficult to discern within the paramedic-operating budget. However, there is no question that there are significant costs associated with delayed patient offloading including forced overtime, missed meal breaks, and up-staffing of additional paramedic units to meet community emergency response needs. The financial cost of 5,567 offload delay hours equals 11,134 person hours, or \$656,126.

RE: Offload Delays

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DATE: January 19, 2023

**Dedicated Offload Nurse Program** - The cost of staffing paramedics or a nurse in the ED to manage offload delays has been temporarily and wholly funded by SAH following an agreement made earlier this year. Recently, we were awarded \$74,751 in one-time funding for the 2022/23 fiscal year to support this program. This money will be used to staff the ED offload delay nurse/ paramedic until March 31<sup>st</sup>, 2023.

## CONCLUSION

Offload delays directly and negatively influence ambulance operations throughout the District of Sault Ste. Marie. Delays in off-loading patients into the care of the hospital remains one of the greatest challenges and risk to ambulance availability for the District of Sault Ste. Marie. SAH and DSSAB Senior Management Teams (SMT) began meeting in October to try to solve this issue. We will continue to work with community and provincial partners in an effort to implement creative solutions to this complicated problem.

Respectfully submitted,



Kate Kirkham  
Chief Paramedic Services

Approved by:



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:** Kate Kirkham

**DATE:** January 19, 2023

**RE:** Learn and Stay Grant for Paramedic Services

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### RECOMMENDATION

It is recommended that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept this report as information.

### BACKGROUND INFORMATION

Like other healthcare organizations throughout Ontario, staffing shortages have challenged paramedic services over the last two years. Many paramedic services in Northern Ontario have had recruitment difficulties, making it difficult to staff front-line ambulances. In Sault Ste. Marie, our staffing complement has remained sufficient, despite these provincial-wide shortages. However, this problem may affect us in the future.

To mitigate anticipated and ongoing healthcare human resource deficiencies, the Ontario government recently implemented a new program, the 'Learn and Stay' grant plan that promises to reimburse full tuition to select graduates in exchange for committing to practice in an underserved community. At its inception, the Learn and Stay grant focused on nursing graduates but has since been extended to include paramedic graduates.

### SUMMARY/OVERVIEW

The Ontario Learn and Stay grant reimburses tuition, compulsory fees, books, and other program-specific educational costs for students who choose to take the paramedic program in priority communities across Ontario. All of northern Ontario has been designated as a priority community/region. To be eligible for this grant, applicants must be an Ontario resident who is a Canadian citizen, a permanent resident, or a protected person. They must successfully apply to and enrol in an eligible program in a priority

DATE: January 19, 2023

community. Finally, they must commit to working in the region where the program was learned for a minimum of six months for every year of study funded by this grant.

Eligible paramedic programs, institutions, and regions for the 2023-2024 academic year include:

- Collège Boréal, Sudbury
- Cambrian College, Sudbury
- Confederation College, Thunder Bay
- CTS Canadian Career College Inc., Sudbury
- CTS Canadian Career College Inc., North Bay
- CTS Canadian Career College Inc., Sault Ste. Marie
- Northern College, Timmins
- Seven Generations Education Institute (partnered with Durham College), Fort Frances, Kenora

### **STRATEGIC PLAN IMPACT**

This initiative will ensure that we can continue to provide high-quality, person-focused paramedic services to our community. It is a creative strategy to address prospective deficiencies in our service delivery capacity and offer personal development opportunities to community members.

### **FINANCIAL IMPLICATIONS**

The Ontario Learn and Stay grant will be fully funded by the Ontario provincial government. There are no financial implications for the District of Sault Ste. Marie Administration Board.

### **CONCLUSION**

Ontario's Learn and Stay grant will help to address evolving healthcare human resource demands. It will help ensure that our paramedic service acquires and retains the quality employees we need to continue providing essential, community-wide prehospital care.

Respectfully submitted,



Kate Kirkham  
Chief Paramedic Services

Approved by:



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:** David Petersson

**DATE:** January 19, 2023

**RE:** MicroAge Professional Service Agreement

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### RECOMMENDATION

It is recommended that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the renewal of the Professional Service Agreement with MicroAge for three (3) years ending August 31, 2025.

### BACKGROUND INFORMATION

When the DSSMSSAB become a standalone organization, it issued a RFP for IT support. MicroAge was awarded the contract and has provided support services to the DSSMSSAB since 2016. The Agreement provides for a three year term with the option to terminate upon thirty (30) calendar day's written notice.

During the process of our annual review of the Professional Services Agreement, we engaged the services of the Sault Ste. Marie Innovation Centre (SSMIC) to review the proposed agreement using a value for money perspective. The SSMIC reviewed agreement and scope of work was able to provide assurance that the contract adheres to the requirements and needs of the DSSMSSAB and reflects proper value for money service.

### SUMMARY/OVERVIEW

The fee table breakdown includes the following services:

1. Hardware and Software support
2. Managed Services and Help Desk
  - a. includes Service Level Agreement (SLA) for online phone/email support as well as offsite backup
  - b. Service coverage – Monday to Friday 8am-5pm
  - c. 7 day/24 hour network monitoring
  - d. Support via online/phone within the full Microsoft Network Operation Centre

3. On-Site Help Desk – 1 position assigned to directly to the DSSMSSAB and located on site full days during DSSMSSAB business hours. Annual increases represent COLA adjustments. (Year 1: 3.03%, Year 2 and 3: 5.20%)

	Contract Renewal - Sept 1, 2019		
	Year 1	Year 2	Year 3
	<i>Sept 1.19..Aug 31.20</i>	<i>Sept 1.20..Aug 31.21</i>	<i>Sept 1.21..Aug 31.22</i>
Managed Services	128,440.67	182,875.00	182,875.00
Server Warranty	13,596.00	-	-
Windows Exchange License	27,600.00	-	-
Customer Q	3,945.00	3,945.00	3,750.00
Business Continuance (Host)	3,404.00	-	-
<i>Managed Services Total</i>	176,985.67	186,820.00	186,625.00
On-Site Help Desk	88,406.25	95,000.00	97,000.00
	265,391.92	281,820.00	283,625.00
<b>**Current Contract**</b>			

	Contract Renewal - Sept 1, 2022		
	Year 1	Year 2	Year 3
	<i>Sept 1.22..Aug31.23</i>	<i>Sept 1.23..Aug31.24</i>	<i>Sept 1.24..Aug31.25</i>
Managed Services	204,390.00	204,390.00	204,390.00
Server Warranty (3 year)	15,474.00	-	-
Windows Exchange License (3 year)	9,370.00	-	-
Customer Q	5,952.00	5,952.00	5,952.00
Business Continuance (Host)	3,955.00	-	-
<i>Managed Services Total</i>	239,141.00	210,342.00	210,342.00
On-Site Help Desk	99,940.00	105,136.00	110,603.00
<b>Subtotal (excluding HST)</b>	339,081.00	315,478.00	320,945.00
Dollar Change	55,456.00	(23,603.00)	5,467.00
Percentage Change	19.55%	-6.96%	1.73%
<u>New Added Costs:</u>			
Watchguard Licenses	10,772.00	1,250.00	1,250.00
DUO 2FA	26,676.00	26,676.00	26,676.00
EDR Subscription	26,592.00	26,592.00	26,592.00
<b>Final Total (excluding HST)</b>	<b>403,121.00</b>	<b>369,996.00</b>	<b>375,463.00</b>
<b>**Pending Renewal of Contract**</b>			

DATE: January 19, 2023

Additional new services obtained by the DSSAB throughout the 2022 year include those related to added security measures as required for insurance purposes and to further protect the organization. These include

- Endpoint Detection & Response (EDR) - \$26,592 annually
- WatchGuard Licenses - Year 1 only – \$10,772 in Year 1 for three year licenses and \$1,250 for Years 2 and 3
- DUO 2 Factor Authentication - \$26,592 annually

### **STRATEGIC PLAN IMPACT**

The request for renewal of the IT contract will ensure continuance of tools and supports for staff while meeting the strategic area of Organizational Excellence and Service Delivery.

### **FINANCIAL IMPLICATIONS**

Summary of the financial costs is tabled above and accounted for in the annual budget of the DSSMSSAB.

### **CONCLUSION**

Securing MicroAge as our Information Technology contractor will allow for seamless flow of support and services for the DSSMSSAB. They have been engaged to provide these services for the past six (6) years and will play an important role as we transition to a new office building.

Respectfully submitted,

Approved by:



David Petersson  
Director of Corporate 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:** David Petersson

**DATE:** January 19, 2023

**RE:** Procurement Policy

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### RECOMMENDATION

That the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve updated approvals levels for the Procurement Policy as presented.

### BACKGROUND INFORMATION

The DSSMSSAB approved the full procurement policy at the November 20, 2020 DSSMSSAB Board meeting with a further update in June 16, 2022.

The procurement policy includes processes to ensure the procurement cycle is conducted in an open, accountable and transparent manor while safeguarding assets, protecting financial best interest of the DSSMSSAB and allowing divisions to operate within program their needs. Some highlights of the revised policy include:

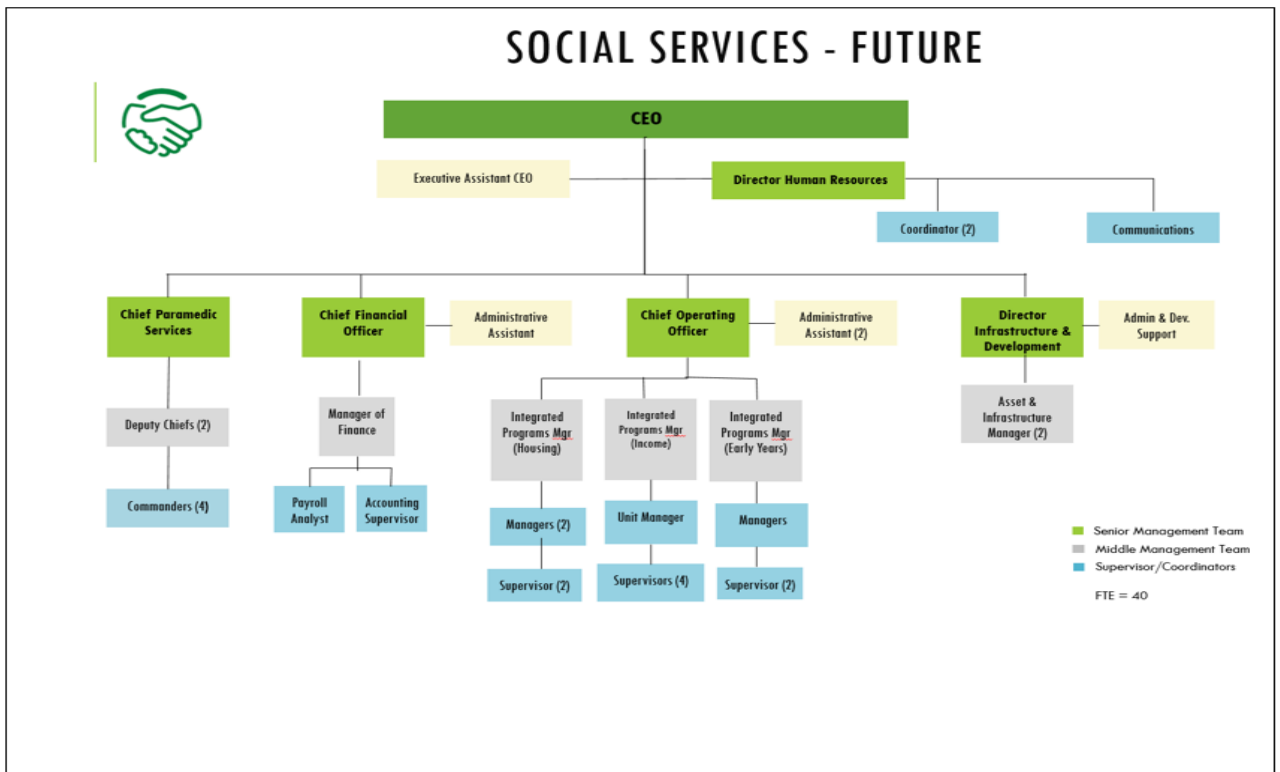
- Segregation of duties
- Conflicts of interest – Prohibitions
- New approval levels for management
- Procurement methods and processes for spending amounts
- Emergency purchases
- Direct negotiation guidelines
- Bid irregularities and responses
- Excluded goods and services
- Procurement variance guidelines

A requirement is in place to conduct an annual review the Procurement Policy to ensure it continues to meet the needs of the organization.

**SUMMARY/OVERVIEW**

Through this regular annual review as well as the Proposed Corporate Structure changes being implemented, management determined that the approval limits with the new structure would also be required to follow these changes. As such, the only change being brought forward at this time is in relation to the approval limits. These changes are noted commencing on Page 12 of the Procurement Policy and summarized below:

Delegated Authority Level	Total Procurement Amount (Proposed Revision)	Current Amount (Board Approved November 2020)
Property Managers	Up to \$1,000	Up to \$1,000
Managers/Supervisors	Up to \$5,000	Up to \$5,500
Integrated Managers	Up to \$25,000	n/a
Directors/Chief	Up to \$50,000	Up to \$25,000
CEO	Up to \$100,000	Up to \$100,000
Board	> \$100,000	> \$100,000



RE: Procurement Policy

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Page 3

DATE: January 19, 2023

### **STRATEGIC PLAN IMPACT**

The new procurement policy will support the Service Delivery pillar of the Strategic Plan through a streamlined approach of the procurement cycle across the organization.

### **FINANCIAL IMPLICATIONS**

N/A

### **CONCLUSION**

The revised procurement policy will incorporate effective controls and process throughout the procurement cycle to ensure the DSSMSSAB is working in an open, accountable, and transparent manor. All financial approvals must also be completed within the annual board approved budget.

Respectfully submitted,

Approved by:



Dave Petersson  
Director of Corporate Services

Mike Nadeau  
Chief Executive Officer

District of Sault Ste. Marie Social Services Administration Board  
Policies & Procedures

Section: Corporate Services	Effective Date: January 19, 2023
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
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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:

<b>Roles</b>	<b>Activities/Duties</b>	<b>Accountable Party</b>
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

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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).

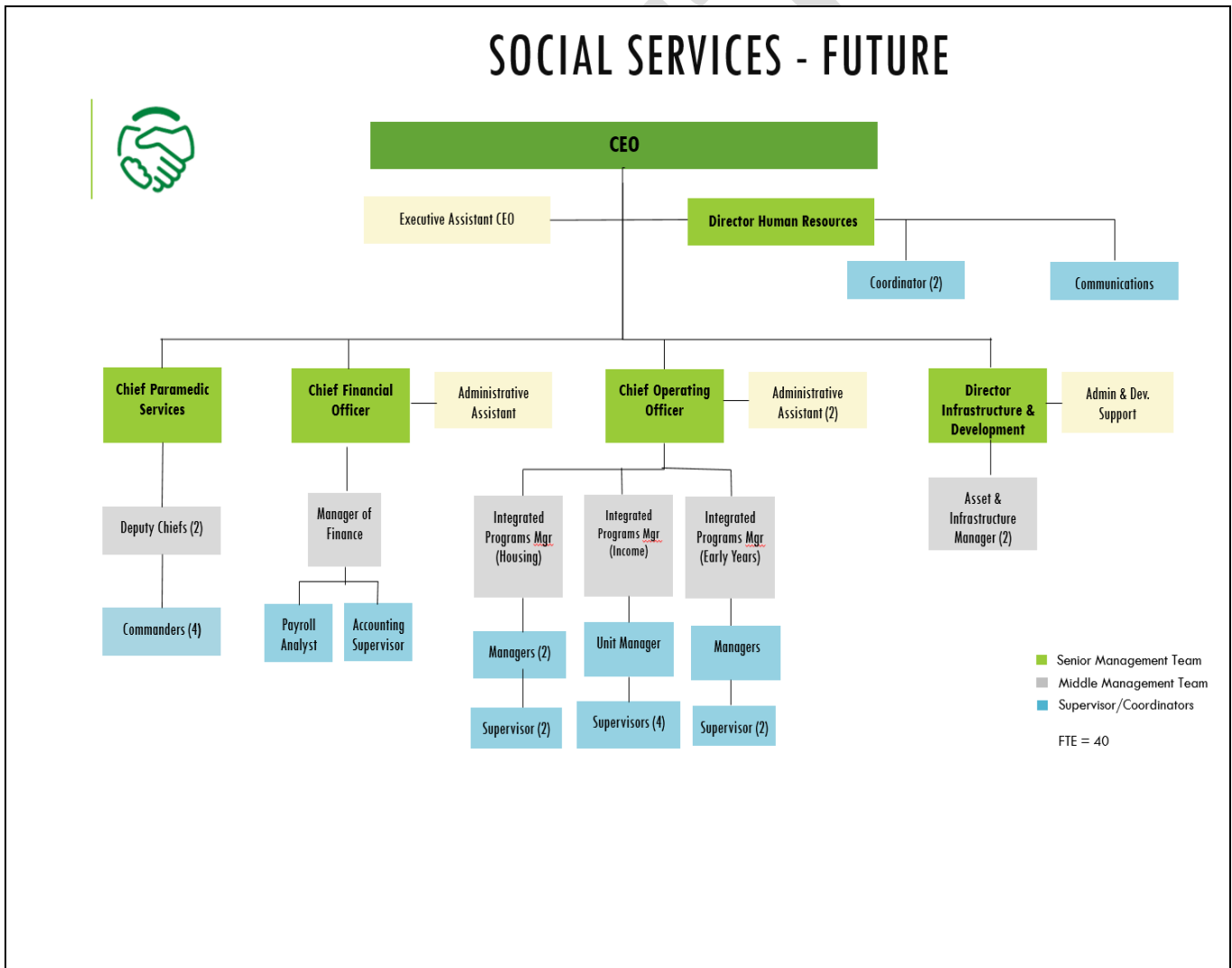
Both step one and step two must be completed before a purchase can be made. A decision tree is attached as Appendix A to guide decision making for staff. Any questions about the appropriate procurement process to follow should be directed to the Director of Corporate Services or Designate.

**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/Supervisors	Up to \$5,000
Integrated Managers	Up to \$25,000
Directors/Chief	Up to \$50,000
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"> <li>• Corporate Purchasing Card</li> <li>• Petty Cash</li> <li>• Work Order</li> <li>• Vendor Account</li> </ul>	Manager / Purchasing Card holder
\$2,501 – \$25,000	<ul style="list-style-type: none"> <li>• Competitive Quotations are to be used to determine the lowest compliant cost for the services</li> <li>• Invitations for quotes must be made to no less than three (3) vendors</li> </ul>	Managers (Up to \$5,500) Director/Chief (Up to \$25,000)
\$25,001 – \$100,000	<ul style="list-style-type: none"> <li>• One of the following methods must be used: Request for Quotation, Request for Proposal or Request for Tender</li> <li>• Public Advertising is not required</li> </ul>	CEO
> \$100,000	<ul style="list-style-type: none"> <li>• One of the following procurement methods must be used: Request for Quotation Proposal or Request for Tender</li> <li>• Public advertising is required</li> </ul>	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.

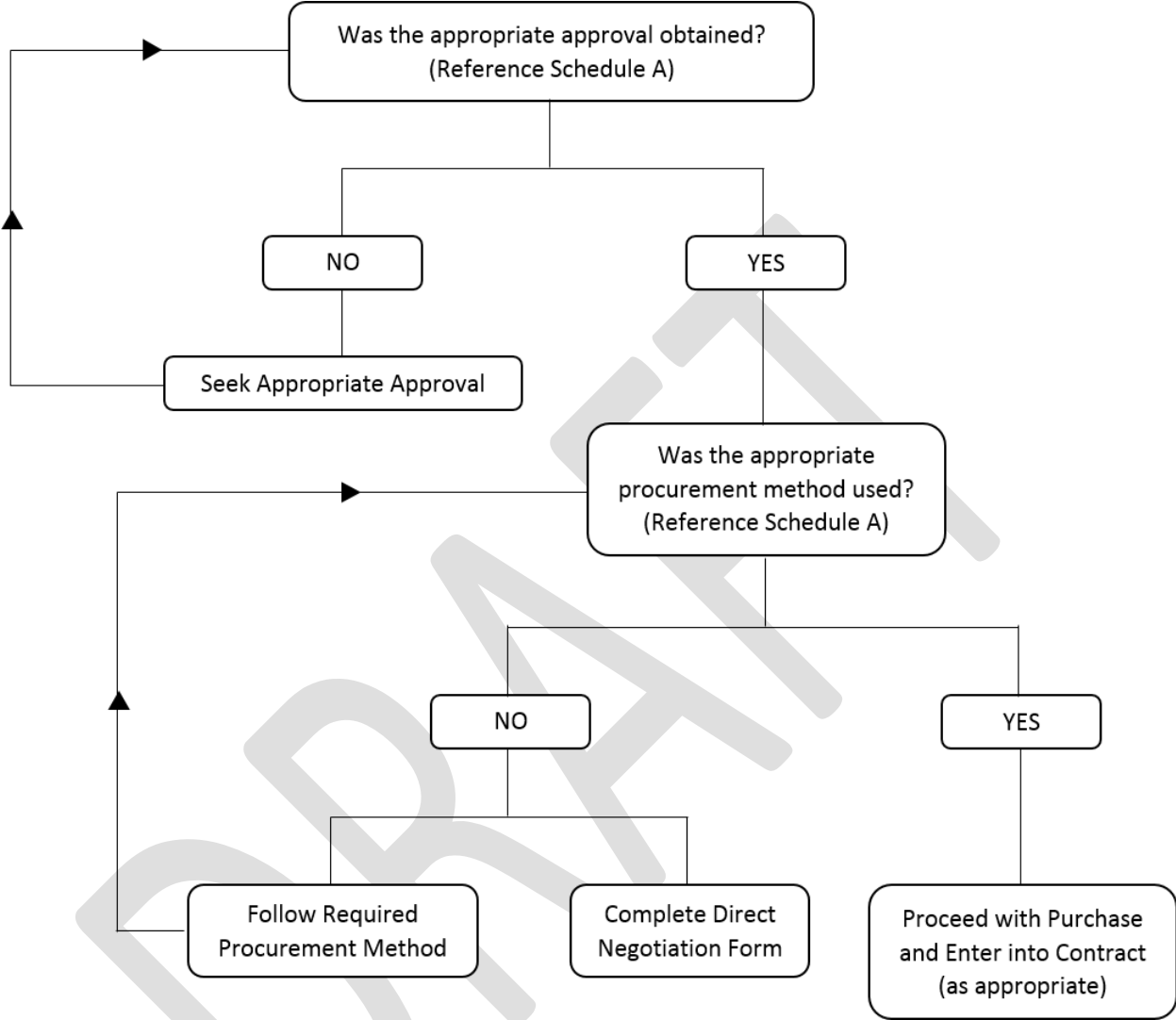
**Table 3: Procurement Variance Approval Threshold**

<b>Approval Level Authority</b>	<b>Procurement Amount</b>	<b>Approval Level</b>
Property Managers	>\$1,000	Managers
Managers	>\$5,000	Directors
Directors/Paramedic Chief	>\$50,000	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.

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**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	
<b>I certify that this form is in compliance with the Purchasing Policy.</b>	
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.

<b>General Information</b>
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:
<b>Form Review</b>
Form reviewed by Manager of Corporate Services: <input checked="" type="checkbox"/> X _____
<b>Requestor</b>
<b>I certify that this form is in compliance with the Purchasing Policy.</b>
Manager/Director Name:
Manager/Director Signature:
Date:
<b>Authorization</b>
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.



**REGULAR COUNCIL MEETING**

HELD

October 11th, 2022

**2022-273**

**Moved by Councillor Champagne  
Seconded by Councillor Lougheed**

WHEREAS the province of Ontario is currently experiencing an early years and child care workforce shortage;

AND WHEREAS access to quality licensed child care is an essential component of Ontario's social and economic well-being and enables children to grow up with a sense of community;

AND WHEREAS lack of licensed child care is a barrier for parents to return or enter into the workforce, thus putting a strain on families, hindering economic participation, and forcing parents to remain at home to care for their children;

AND WHEREAS in the District of Nipissing, there is a higher demand for child care spaces than the number of spaces available creating waitlists that have parents waiting for several years prior to getting a space, if they receive a space at all;

AND WHEREAS in recent years the recruitment and retention of qualified Registered Early Childhood Educators (RECEs) and child care staff has been a challenge that has been exasperated by the COVID-19 pandemic;

AND WHEREAS the workforce crisis in the early years and child care sector has been further exasperated by the significant wage disparity between the compensation paid to RECEs employed by school boards and those employed in licensed child care centers due to lack of funding which has created an inequity for workers with equal qualifications;



AND WHEREAS Ontario has signed the Canada-Wide Early Learning and Child Care Agreement putting Ontario on the path to reducing child care fees to an average of \$10/day which will create a demand for more child care spaces when a workforce shortage already exists;

AND WHEREAS the province of Ontario committed to creating an additional 86,000 licensed child care spaces in Ontario without an explicit solution for increasing the number of RECEs and child care staff to fulfill this commitment;

AND WHEREAS the province of Ontario's commitment to a minimum wage of \$18/hour for RECEs with \$1 annual increases until reaching \$25/hour does not provide an immediate response to attracting and retaining child care staff and will take many years to correct the wage disparity;

THEREFORE BE IT HEREBY RESOLVED that Council of the Municipality of East Ferris advocates for the Province of Ontario to address the child care workforce shortage in Ontario by immediately increasing the \$18/hour minimum wage and providing benefits to RECEs in licensed child care centres to an equitable level to that which is paid to RECEs employed by school boards;

AND FURTHER that the Province of Ontario launch and financially support an accelerated Early Childhood Education program, to be completed within 14 to 16 months, similar to the program launched in March 2022 for Personal Support Workers (PSWs), where funding supported the costs of tuition, books, and other mandatory fees, to help address the shortage of RECEs in Ontario;

AND FURTHER that a certified copy of this resolution be forwarded to OMSSA (Ontario Municipal Social Services Association), Ontario Coalition for Better Child Care, Childcare Resource and Research Unit, NOSDA (Northern Ontario Service Deliverers Association), FONOM (Federation of Northern Ontario Municipalities), AMO (Association of Municipalities of Ontario), all 10 District Social Services Administration Boards in Northern Ontario, and all Ontario Municipalities to request their support and advocacy for this resolution;



**East Ferris**  
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AND FURTHER that a certified copy of this resolution be forwarded to Minister of Education Stephen Lecce, Minister of Economic Development, Job Creation and Trade and Nipissing MPP Vic Fedeli.

**Carried Mayor Rochefort**

CERTIFIED to be a true copy of  
Resolution No. 2022-273 passed by the  
Council of the Municipality of East Ferris  
on the 11th day of October 2022.

*Monica L. Hawkins*  
Monica L. Hawkins, AMCT  
Clerk

**T: 705-752-2740**  
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**390 Hwy 94, Corbeil, ON. P0H 1K0**

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SENT VIA E-MAIL: [minister.mah@ontario.ca](mailto:minister.mah@ontario.ca)

January 10, 2023

Hon. Steve Clark,  
Minister of Municipal Affairs and Housing  
777 Bay St, 17th Floor,  
Toronto, ON M7A 2J3

**Dear Minister Clark:**

**RE: End of the Social Services Relief Fund**

On behalf of the Northern Ontario Service Deliverers Association and my fellow Executive Members, we want to recognize and express our appreciation for the increased funding received from the Province of Ontario and Government of Canada specific to homelessness and vulnerable community members during the pandemic.

The COVID-19 Pandemic has highlighted the importance of having adequate housing infrastructure and partnership with Consolidated Municipal Service Managers and District Social Services Administration Boards.

NOSDA members are concerned about the impacts of the end of the Social Services Relief Fund (SSRF) in Northern Ontario. The province has provided funding across Northern Ontario to establish shelters, warming centres, food security, increase outreach services for vulnerable individuals, families, and children.

The SSRF funding provided an opportunity for Ontario and the 144 Northern Municipalities to address some of the preexisting inequities and system failures in health, justice, and human services. Many of the programs and services that have been established went far beyond the needs created by COVID-19 but demonstrated a vast gap in services for the most vulnerable people in Northern Ontario.

Throughout the pandemic we have worked with your government to find out if additional SSRF funding may be coming and/or determine the best ways to wind down programs as we are gravely concerned for the most vulnerable people in Northern Ontario.

.../2



The province did announce the Homelessness Prevention Program which replaced the Community Homelessness Prevention Initiative. In Northern Ontario this meant an increase in funding from of 1.7 million or 7.4%.

The province provided 100% SSRF funding to Northern Ontario in the amount of 62 million dollars over a 4-year period. This works out to 15.5 million per year, so although the 1.7 million increase is HPP is greatly appreciated it still leaves a significant shortfall in ongoing annualized funding that DSSAB/CMSM must absorb through the municipal tax base or reduce/terminate services.

NOSDA members want to work with the Minister to determine the best approach to transitioning from the SSRF funding while continuing to address the service gaps for protecting the most vulnerable in our communities that existed prior to and were simply amplified by the global COVID-19 pandemic. NOSDA members are asking that your government continue this partnership as we continue to work in addressing the housing crisis in the North.

We are asking for a meeting with the Minister to discuss this urgent matter before services are removed or ceased within the local municipalities.

If you require any further details, please reach out to Fern Dominelli, Executive Director for NOSDA at 705-7665-2944 or [fern.dominelli@nosda.net](mailto:fern.dominelli@nosda.net).

Respectfully,



Michelle Boileau  
NOSDA Chair

c.c. Kevin Holland, Parliamentary Assistant, MMAH [Kevin.holland@ontario.ca](mailto:Kevin.holland@ontario.ca)  
Colin Best, AMO President [amopresident@amo.on.ca](mailto:amopresident@amo.on.ca)  
Wendy Landry, NOMA President [president@noma.on.ca](mailto:president@noma.on.ca)  
Danny Whalen, FONOM President [dwhalen@temiskamingshores.ca](mailto:dwhalen@temiskamingshores.ca)  
Kate Manson-Smith, Deputy Minister, MMAH [kate.manson-smith@ontario.ca](mailto:kate.manson-smith@ontario.ca)  
Peter Kiatipis, Assistant Deputy Minister (A), MMAH [peter.kiatipis@ontario.ca](mailto:peter.kiatipis@ontario.ca)