



# 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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*DSSMSSAB REGULAR BOARD AGENDA  
Thursday, September 21, 2023 at 4:30 PM  
390 Bay Street, Suite 405*

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### 1. CALL TO ORDER

### 2. LAND ACKNOWLEDGEMENT

I acknowledge, with respect, that we are in Robinson-Huron Treaty territory, that the land on which we are gathered is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, the Historic Sault Ste. Marie Metis Council.

### 3. APPROVAL OF AGENDA

#### Resolution #23-077

Moved By: S. Spina

Seconded By: A. Caputo

- 3.1 “**BE IT RESOLVED THAT** the Agenda for September 21, 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 #23-078

Moved By: S. Hopkin

Seconded By: J. Hupponen

5.1 “**BE IT RESOLVED THAT** the Minutes from the District of Sault Ste. Marie Social Services Administration Board meeting dated July 20, 2023 be adopted as recorded.

5.2 Presentation  
Maegan Brennan, Corporate Affairs and Communications Coordinator  
Early Childhood Educator Recruitment Video

## 6. MANAGERS REPORTS

### INFRASTRUCTURE

#### Resolution #23-079

Moved By: M. Bruni  
Seconded By: A. Caputo

6.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) enter into a transfer payment agreement with the Province of Ontario for the purposes of being eligible for 2023-2024 funding initiatives related to the Canada Ontario Community Housing Initiative (COCHI) for the allocation of \$1,178,800, and the Ontario Priorities Housing Initiative (OPHI) for the allocation of \$391,400.00”

### HOUSING SERVICES

#### Resolution #23-080

Moved By: E. Palumbo  
Seconded By: S. Hopkin

6.2 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) enter into an Ontario Transfer Payment Agreement for the Canada-Ontario Housing Benefit Program in order to be eligible for the allocated funding for 2023/2024.”

### EARLY YEARS

#### Resolution #23-081

Moved By: J. Hupponen  
Seconded By: M. Bruni

6.3 “**BE IT RESOLVED THAT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the one time

allocation of Canada-Wide Early Learning and Child Care (CWELCC) funding to bridge the gap between 2022 base rates and actual cost of care for 0 to 5 age groups as outlined in the report below.”

**Resolution #23-082**

Moved By: J. Hupponen

Seconded By: L. Vezeau-Allen

- 6.4 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the Early Years Special Purpose Funding Model that offers equitable and transparent distribution of available funding annually to licensed child care Service Providers and authorize allocating up to \$3.00 per point value each year in accordance with the funding formal in this report, based on available funding each year.”

**PARAMEDIC SERVICES**

**Resolution #23-083**

Moved By: M. Bruni

Seconded By: S. Hopkin

- 6.5 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the September 21, 2023 Offload Delay report by the Chief of Paramedic Services as information.”

**ADMINISTRATION**

**Resolution #23-084**

Moved By: L. Vezeau-Allen

Seconded By: A. Caputo

- 6.6 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) amend the current snow removal service practice to allow more people to enter into the program and provide financial supports to snow clearing directly for eligible community members in accordance with recommendations outlined in this report.”

**Resolution #23-085**

Moved By: E. Palumbo

Seconded By: J. Hupponen

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

**Resolution #23-086**

Moved By: S. Hopkin

Seconded By: M. Bruni

6.8 "BE IT RESOLVED THAT the District of Sault Ste. Marie Social Services Administration Board now returns to open session."

**8. CORRESPONDENCE**

**9. OTHER BUSINESS / NEW BUSINESS**

**10. ADJOURNMENT**

**Resolution #23-087**

Moved By: E. Palumbo

Seconded By: S. Spina

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

**NEXT REGULAR BOARD MEETING**

Thursday, October 19, 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

*Thursday, July 20, 2023 at 4:30 PM  
390 Bay Street, Suite 405*

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**DSSMSSAB**  
**REGULAR MEETING MINUTES**  
*Sault Ste. Marie Housing Corporation*  
Thursday, July 20, 2023 @ 4:30 PM  
390 Bay Street, Suite 405

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<b>PRESENT:</b>	L. Dufour	S. Spina	A. Caputo
	J. Hupponen	S. Hopkin	
	M. Bruni	E. Palumbo	
<b>REGRETS:</b>	L. Vezeau-Allen		
<b>STAFF:</b>	D. Petersson	M. Scott	A. Kohler
	K. Kirkham	E. Cuglietta	L. Bruni
	M. Nadeau	J. Pearson	

**1. CALL TO ORDER 6:10**

**2. LAND ACKNOWLEDGEMENT**

I acknowledge, with respect, that we are in Robinson-Huron Treaty territory, that the land on which we are gathered is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, the Historic Sault Ste. Marie Metis Council.

**3. APPROVAL OF AGENDA**

**Resolution #23-069**

Moved By: S. Spina  
Seconded By: A. Caputo

3.1 “**BE IT RESOLVED THAT** the **Agenda for July 20, 2023** District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.”

**Carried**

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

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

##### **Resolution #23-070**

Moved By: S. Hopkin  
Seconded By: J. Hupponen

5.1 “**BE IT RESOLVED THAT** the **Minutes** from the District of Sault Ste. Marie Social Services Administration Board meeting dated **June 15, 2023** be adopted as recorded.

**Carried**

#### **6. MANAGERS REPORTS**

##### **HOUSING SERVICES**

##### **Resolution #23-071**

Moved By: M. Bruni  
Seconded By: A. Caputo

6.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accepts the Homelessness Prevention Program Investment Plan for the period of April 1, 2023 to March 31, 2024 as presented.”

**Carried**

ADDITION TO AGENDA  
Brought by Board Member Caputo

**Resolution #23-075**

Moved By: A. Caputo

Seconded By: S. Spina

- 6.1A **"BE IT RESOLVED THAT** whereas homelessness is a growing concern in the community and; whereas best practices include robust street outreach services and; whereas the Homelessness Prevention Plan appears to lack a comprehensive, extended hours street outreach component; Therefore be it resolved that staff report back on the feasibility of a street outreach service model that includes different levels of service, hours of operation and costing. Further be it resolved that street outreach be added to 2024 budget deliberations."

**Carried**

**Resolution #23-076**

Moved By: A. Caputo

Seconded By: S. Spina

- 6.1B **"WHEREAS** experts have recently recommended a total of 80 permanent supportive housing beds are required in Sault Ste. Marie to help combat the homelessness concerns and; Whereas having a count of shelter beds, transitional beds and permanent supportive housing beds will give a more comprehensive look at how far we have come and what direction we should continue in and; Whereas ensuring that all people have access to services regardless of their gender or substance abuse barriers is an important factor in decision making and; Whereas bringing people into the DSSMSSAB circle of services means giving the opportunity for safe shelter regardless of barriers and/or gender, being able to graduate to transitional housing and giving the opportunity to work toward securing permanent housing for individuals who require it; Therefore be it resolved that staff report back with a comprehensive list of shelter beds and their barrier level, transitional housing for individuals and families, as well as permanent supportive housing units within the District of Sault Ste. Social Services Administration Board."

**Carried**

**PARAMEDIC SERVICES**

**Resolution #23-072**

Moved By: J. Hupponen

Seconded By: S. Hopkin

- 6.2 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the July 20, 2023 Offload Delay report by the Chief of Paramedic Services as information.”

**Carried**

## **ADMINISTRATION**

### **Resolution #23-073**

Moved By: S. Spina

Seconded By: A. Caputo

- 6.3 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the report regarding the review and mapping of the current business processes utilized in administering Ontario Works, Housing, and Child Care programs with the objective of streamlining services and increasing operational efficiencies, as information.”

**Carried**

## **8. CORRESPONDENCE**

AMO what will be discussed and who will be attending

## **9. OTHER BUSINESS / NEW BUSINESS**

- 9.1 In accordance with its Procedural By-law Part 19, Section 19.2, the DSSMSSAB hereby provides notice before enacting or amending its procedural by-law at the regularly scheduled September Board of Directors meeting.

**Carried**

## **10. ADJOURNMENT**

### **Resolution #23-074**

Moved By: E. Palumbo

Seconded By: S. Spina

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

**Carried**

Adjourned at 7:36

## **NEXT REGULAR BOARD MEETING**

Thursday, September 21, 2023 4:30PM





# Social Services

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

## BOARD REPORT

**AUTHOR:** Jeff Barban

**DATE:** September 21, 2023

**RE:** Canada-Ontario Community Housing Initiative (COCHI) and Ontario  
Priorities Housing Initiative (OPHI) Transfer Payment Agreement

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### RECOMMENDATION

It is recommended the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) enter into a transfer payment agreement with the Province of Ontario for the purposes of being eligible for 2023-2024 funding initiatives related to the Canada Ontario Community Housing Initiative (COCHI) for the allocation of \$1,178,800, and the Ontario Priorities Housing Initiative (OPHI) for the allocation of \$391,400.

### BACKGROUND INFORMATION

The Province of Ontario and the Canada Mortgage and Housing Corporation (CMHC) signed a Bilateral Agreement under the National Housing Strategy on April 1, 2018. This agreement provides the opportunity to align Federal funds with Ontario's Community Housing Renewal Strategy priorities to offset reductions in federal housing payment transfers.

The Bilateral Agreement defines community housing as:

- Community-based housing that is owned and operated by non-profit housing corporations and housing co-operatives or housing owned directly or indirectly by provincial, territorial or municipal governments or district social services administration boards and includes social housing.

Consistent with the Community Housing Renewal Strategy, the nine-year National Housing Strategy investments will be delivered in three phases:

- Phase I: 2019-2020 to 2021-2022
- Phase II: 2022-2023 to 2024-2025
- Phase III: 2025-2026 to 2027-2028

DATE: September 21, 2023

Ontario's Community Housing Renewal Strategy is a multi-year plan to stabilize Ontario's community housing sector, with the aim of achieving the following outcomes and measures of success:

- Increased supply and appropriate mix of affordable and adequate housing
- Improving people's access to affordable housing and providing supports that meet their needs to achieve housing stability
- Improved efficiency of the community housing system to ensure value for money and long-term sustainability

The Province of Ontario will be leveraging the nine-year (2019/2020 to 2027/2028) Federal government investments under the National Housing Strategy to achieve the goals and objectives of Ontario's Community Housing Renewal Strategy.

COCHI and OPHI, although separate programs under the bilateral agreement, are designed to share many common elements.

## **SUMMARY/OVERVIEW**

Completing one transfer payment agreement will govern the responsibilities for both COCHI and OPHI.

The DSSMSSAB will be required to enter into a transfer payment agreement with the Province of Ontario to secure transfer of funding from COCHI and OPHI. The transfer payment agreement contains an accountability framework between the Province and Service Manager (DSSMSSAB) and outlines the roles and responsibilities of the DSSMSSAB.

Areas the Transfer Payment Agreement outlines include:

- Financial provisions (i.e. administration fees, payment dates and financial accountability)
- Eligibility and priority investment criteria
- Indemnification and repayment provisions
- Risk Management protocols for projects facing difficulties
- Reporting and other accountability provisions
- Other requirements (e.g. French language services)

The planned funding allocation of 2023-24 compared to 2022-23 has an increase of \$100,020 in the COCHI allocation (federal) and a decrease of \$63,000 in the OPHI (provincial) allocation, for an overall net increase of \$37,200.

The proposed breakdown for the 2023-2025 COCHI and OPHI funding to the Social Housing Providers is as follows:

DATE: September 21, 2023

<b>COCHI 2023-2024</b>		
<b>Location</b>	<b>Description</b>	<b>Budget</b>
SSMHC	Capital Rental Upgrades	\$457,175
Lion's Club	Roof Repair	\$273,143
OHAS	1025 SLW Roof Replacement	\$85,000
OHAS (R/S)	Rent Supplement Funding	\$363,482
<b>Total</b>		<b>\$1,178,800</b>

<b>OPHI 2023-2024</b>		
<b>Location</b>	<b>Description</b>	<b>Budget</b>
SSMHC	Energy Upgrades utilizing CMHC utilizing CMHC Cost Match.	\$ 390,400.00
<b>Total</b>		<b>\$ 390,400.00</b>

Each provider will be required to enter into a Contribution Agreement with the DSSMSSAB, which outlines the requirements to be eligible for this funding as per the Transfer Payment Agreement.

#### **STRATEGIC PLAN IMPACT**

COCHI and OPHI funding has the ability to have meaningful community impact under the strategic area of innovation.

#### **FINANCIAL IMPLICATIONS**

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

#### **CONCLUSION**

Securing funds through both COCHI and OPHI will provide the opportunity to offer much needed capital funding to SSMHC and other local social housing providers for the purposes of improving building systems to lower operating costs.

Respectfully submitted,



Jeff Barban  
Director of Community Housing & Development

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

**AUTHOR:** Joanne Pearson

**DATE:** September 21, 2023

**RE:** Ontario Transfer Payment Agreement for the Canada-Ontario Housing Benefit Program (COHB) 2023/2024

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## **RECOMMENDATION**

It is recommended the District of Sault Ste. Marie Social Services Administration Board enter into an Ontario Transfer Payment Agreement for the Canada-Ontario Housing Benefit Program in order to be eligible for the allocated funding for 2023/2024.

## **BACKGROUND INFORMATION**

The Canada-Ontario Housing Benefit Program (COHB) is a joint-funded program introduced by the Federal and Provincial government through the National Housing Strategy Multilateral framework.

The COHB provides Service Managers funding to be used for a portable housing benefit (PHB) program. Funding is paid directly to low-income households that are either currently on, or eligible to be on a waitlist for subsidized housing.

The PHB subsidy is calculated annually using 80% of the Average Market Rent (AMR) for the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) service area and 30% of the Adjusted Family Net Income (AFNI) for the household.

The province of Ontario delivers the COHB. Eligibility is verified through the Ministry of Finance who also issues payment(s) directly to the eligible household. Any inquiries regarding the program are addressed through Service Ontario which operates a call centre for household inquires and reporting. The program launched in April 2020, and will end no sooner than March 31, 2029.

## **SUMMARY/OVERVIEW**

Under the COHB, Social Services is responsible to identify and select eligible households for the COHB. Interested candidates also receive assistance from Social Services to submit the application to the Ministry of Finance.

A summary of the COHB program and its benefits include:

- Assisting households with their first and last month's rent assistance in addition to a monthly rental subsidy.
- Adjustment in benefit amounts may be applied in-year under select circumstances such as changes in household composition or decrease of at least 20% in household income.
- Social Services is allocated administration costs of \$250.00 per approved household, up to a maximum of 5% of the annual planning allocation.

Since inception in 2020, the COHB has assisted 166 households. This year's COHB allocation of **\$214,200** will assist between 40-53 households.

## **STRATEGIC PLAN IMPACT**

The COHB funding impacts the strategic area of Service Excellence.

## **FINANCIAL IMPLICATIONS**

The COHB is funded 100% through the Province.

## **CONCLUSION**

The COHB provides additional affordable housing options to households in our community and we are pleased this program will continue to be offered for many years to come.

Respectfully submitted,



Joanne Pearson  
Integrated Program Manager

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:** Tanya Ritter

**DATE:** September 21, 2023

**RE:** Canada-Wide Early Learning and Child Care (CWELCC) Actual Cost of Care

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#### RECOMMENDATION

It is recommended that the District of Sault Ste. Marie Social Services Administration Board approve the one time allocation of Canada-Wide Early Learning and Child Care (CWELCC) funding to bridge the gap between 2022 base rates and actual cost of care for 0 to 5 age groups as outlined in the report below.

#### BACKGROUND INFORMATION

On March 12, 2022 the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) was informed that a \$13.2 billion agreement was reached between the Federal and Provincial Governments for a national child care program to support families in Ontario.

The Province introduced the Canada-Wide Early Learning and Child Care (CWELCC) program in a phased approach. The plans objectives are reaching an average base fee of \$10/day for children 0 to 5 years of age by 2025-26, creating 86,000 new high-quality, affordable licensed child care spaces, addressing barriers to provide inclusive child care, and valuing the early childhood workforce and providing them with training and development opportunities.

The immediate focus is on affordability and it was announced on March 28, 2022 that all operators participating in CWELCC must maintain their childcare fees at the rate charged prior to the CWELCC announcement and implement a fee reduction of up to 50% to a minimum of \$12 per day in the 2023 year. As reported at the January 6, 2023 meeting, all 12 non-profit service providers and 1 direct delivery have signed agreements and opted-in to CWELCC.

The DSSMSSAB is responsible for the implementation of the CWELCC plan at a local level and ensuring that funding provided through CWELCC meets the objectives as stated above. The Board has heard that there has been a significant struggle in the community to re-open all existing spaces given the lack of qualified staff to work and as a result, there remain vacancies within the system. The CWELCC guidelines allow DSSMSSAB the flexibility within the 2023 allocation to provide additional funding up to the operator's licensed capacity. There is a Ministry expectation that the DSSMSSAB is to work with operators as part of the budgeting and forecasting process to ensure that adequate funding is provided to allow operators to implement the requirements of CWELCC.

The child care waitlist is currently at 2,181 and the demand for licensed child care is anticipated to increase as parents recognize the significant cost savings that CWELCC provides within the licensed child care system compared to the private and/or unlicensed operators. There is pressure to reach full capacity of existing spaces and expand our local child care system through a directed growth plan over the next 4 years to ensure that the local licensed child care system has the opportunity to meet the growing needs of the children and families in Sault Ste. Marie. To safeguard future expansion, Early Years staff have been working with each childcare operator to complete an individual budget exercise to ensure adequate funding is allocated to confirm operating stability while meeting the Ministry requirements of CWELCC participation.

## **SUMMARY/OVERVIEW**

CWELCC is designed to fully offset the reduction in revenue from reduced base fees, while also improving compensation for eligible qualified workers, and recognizing cost escalation. The Ministry has included additional 2023 funding to support cost increases that operators may face and as per the guidelines and enrolled operators were provided the additional 2.75% to support cost escalation by MED. The Early Years staff worked with each child care operator to complete an actual cost of care exercise to determine if the 2.75% cost escalation funding was adequate to cover operators anticipated costs to serve children 0 to 5 years of age for the current year. This exercise showed a gap between what individual operator base fees were in March 2022 compared to their actual cost of care per age grouping. Historically, funding to operators has been based on licensed capacity and in 2023 there was a shift to funding based on operating capacity. Below you will see the variance between licensed capacity and operating capacity within the local Early Years system:

	<b>Licensed Capacity</b>	<b>Operating Capacity as of July 2023</b>	<b>Unfilled Spaces</b>
Infant	113	99	14
Toddler	281	251	30
Preschool	500	439	61
Home Child Care	110	110	0





RE: Canada-Wide Early Learning and Child Care (CWELCC) Actual Cost of Care

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Page 4

DATE: September 21, 2023

Funding of up to \$1.3 million to support the identified gap between the actual cost of care to deliver child care services for 0 to 5 age groups, as per the flexibility permitted in the CWELCC funding guidelines for 2023 and verified by MED regional support.

## CONCLUSION

Children enrolled in non-profit licensed child care programs in the community have benefitted from CWELCC immensely, which provides a more affordable child care system. We also have targets to grow the system over the coming 24 months; however this will not come close to meeting the current needs of parents and more federal and provincial resources are required. However in order to grow the system, we must first ensure it is stabilized from the pandemic and operating at peak efficiency.

Issuing one-time funds to stabilize this gap will ensure that child care operators can continue to provide inclusive and high quality child care for children and families in the Sault Ste. Marie District and encourage future space creation to expand our local child care system. It will allow providers to ensure they have a healthy balance sheet and add to reserves to better equip them for any negative changes that may come as we begin to transition the system to funding based on space utilization instead of operational capacity in the near future.

Respectfully submitted,

Approved by:



Tanya Ritter  
Integrated Manager



Mike Nadeau  
Chief Executive Officer



**Social Services | Services Sociaux  
Zhawenimi-Anokiitaagewin**

Sault Ste. Marie District

## 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:** Tanya Ritter

**DATE:** September 21, 2023

**RE:** Early Years Special Purpose Funding Model

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#### RECOMMENDATION

That the District of Sault Ste. Marie Social Services Administration Board approve the Early Years Special Purpose Funding Model that offers equitable and transparent distribution of available funding annually to licensed child care Service Providers and authorize allocating up to \$3.00 per point value each year in accordance with the funding formal in this report, based on available funding each year.

#### BACKGROUND INFORMATION

Funding (allocated annually within the DSSMSSAB approved Child Care Program Budget) was historically issued to child care operators (Service Providers) under the umbrella of "Infrastructure and Minor Capital". To align with Ministry reporting and guidelines, this is now called "Special Purpose Funding". Contract amendments identifying the objectives and scope of this onetime funding (Schedule 'B-6') are DSSMSSAB and Service Provider endorsed. The Early Years Division is now requesting approval of a funding allocation methodology.

Special Purpose funding offsets child care expenses that support the transformation and stabilization of the child care system to ensure access to affordable, inclusive and accessible licensed child care that is compliant with licensing and health requirements.

The Ministry of Education further categorizes Special Purpose Expenses as:

1. Capacity Building (*Professional Development | Quality Initiatives*)
2. Transformation (*IT | Modernization*)
3. Play-Based Material and Equipment
4. Repairs and Maintenance

Service Providers are accountable for all funding received and are required to submit reconciliation reports. Issuing one Special Purpose Funding grant with varying sub-categories allows provider flexibility to meet existing operational demands.

**SUMMARY/OVERVIEW**

Early Years funding availability is dependent on Ministry allocations and in-year program operating costs. The annual amount of Special Purpose Funding available to child care operators varies from year to year. The Early Years Division is requesting approval of a funding model to allocate Special Purpose Funding that is consistent with the General Operating Grant Allocation Resolution #22-068.

Working with the Finance Department to ensure allocations align with budget approvals, the Early Years Division will annually adjust the ‘dollar per point’ (attached to the actual operating capacity within the child care system) each year to a maximum value per point of \$3.00.

**SAMPLE ONE: All licensed spaces with a point value of \$1.00/space**

Age Group	Operating Capacity	X	Points per Space	X	# of Months Operated in Year	/	Hours/Week Range (chart above)	=	Points	X	\$ per point	=	General Operating Grant
Infant	113	X	50	X	12	/	1	=	67800	X	\$1.00	=	\$67,800.00
Toddler	276	X	40	X	12	/	1	=	132480	X	\$1.00	=	\$132,480.00
Preschool	500	X	22.5	X	12	/	1	=	135000	X	\$1.00	=	\$135,000.00
JK/SK BASP	342	X	17	X	10	/	1	=	58140	X	\$1.00	=	\$58,140.00
SA BASP	506	X	13	X	10	/	1	=	65780	X	\$1.00	=	\$65,780.00
SA Summer	75	X	13	X	2	/	1	=	1950	X	\$1.00	=	\$1,950.00
JK/SK Summer	39	X	13	X	2	/	1	=	1014	X	\$1.00	=	\$1,014.00
<b>Total</b>	<b>1737</b>										<b>Total</b>		<b>\$462,164.00</b>

**SAMPLE TWO: Reduced Operating Capacity with a point value of \$3.00/space**

Age Group	Operating Capacity	X	Points per Space	X	# of Months Operated in Year	/	Hours/Week Range (chart above)	=	Points	X	\$ per point	=	General Operating Grant
Infant	85	X	50	X	12	/	1	=	51000	X	\$3.00	=	\$153,000.00
Toddler	220	X	40	X	12	/	1	=	105600	X	\$3.00	=	\$316,800.00
Preschool	392	X	22.5	X	12	/	1	=	105840	X	\$3.00	=	\$317,520.00
JK/SK BASP	208	X	17	X	10	/	1	=	35360	X	\$3.00	=	\$106,080.00
SA BASP	460	X	13	X	10	/	1	=	59800	X	\$3.00	=	\$179,400.00
SA Summer	75	X	13	X	2	/	1	=	1950	X	\$3.00	=	\$5,850.00
JK/SK Summer	39	X	13	X	2	/	1	=	1014	X	\$3.00	=	\$3,042.00
<b>Total</b>	<b>1365</b>										<b>Total</b>		<b>\$1,081,692.00</b>

**STRATEGIC PLAN IMPACT**

DATE: September 21, 2023

This request supports high quality service delivery that positively affects families and programs in the community. It offers inclusionary planning as Service Providers can focus on current operational need and utilize available funding within flexible categories to address priority areas or pressures.

## **FINANCIAL IMPLICATIONS**

Funding allocated under this model will not exceed the approved annual program operations budget within each year.

## **CONCLUSION**

The Early Years Division recognizes the limited opportunity for child care operators to generate sufficient revenue to address operational pressures resulting from unexpected repairs, playground upkeep or enhancements, play equipment replacement, modernization of business practices, and professional development opportunities for staff. Issuing onetime Special Purpose Funding within the scope of the DSSMSSAB approved program budget gives child care operators the flexibility and autonomy to address individual operational need. The model presented offers a transparent and equitable approach to addressing financial pressures within the local child care system and aligns with Ministry of Education guidelines and reporting requirements. Moving to a point based allocation is fair, transparent and reduces Social Service's staff administrative time.

Respectfully submitted,



Tanya Ritter  
Integrated Manager

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:** September 21, 2023

**RE:** Monthly Offload Delay Report – August Update

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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

The availability of ambulance services is critically important to meeting the emergency needs of a community. A significant contributor to ambulance availability comes from offload delays. An offload delay refers to any time spent waiting to transfer patient care from paramedics to Emergency Department (ED) 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.

Ambulance offload delays (AOD) are a well-recognized issue throughout Ontario. A combination of ED crowding and high call demand for ambulances are key contributors to the AOD challenges in the District of Sault Ste. Marie. Sault Area Hospital (SAH) staffing pressures have further worsened this issue. These complications have left us with resource inefficiencies, affecting our emergency response times and our ability to provide community safety.

Several mitigating strategies are in place to manage ambulance offload delays, and we continue to work with SAH and the Ministry of Health (MOH) to find solutions. We will provide monthly status updates to the District of Sault Ste. Marie Social Services Administrative Board (DSSMSSAB)

### SUMMARY/OVERVIEW

**District of Sault Ste. Marie Paramedic Services**

	August 2022	August 2023
# of Patients to SAH	910 patients	852 patients
Max # of minutes on offload delay	339 minutes (5 hours, 39 minutes)	360 minutes (6 hours)
Total pts over 30 minutes	239	202
Total offload hours for period	510 hours	383 hours
Average Offload Time per Day	16.45 hours/ day	13.35 hours/ day

Our data show some improvements in the offload delay statistics compared with last year. Most notably, the total hours spent on offload delay through the month is significantly less than last August. This metric is one of the most important measures we track because it represents the time ambulances spend in the emergency department and cannot respond to community emergencies.

We continue to manage nursing shortages in our Dedicated Offload Nurse Program. However, we have started seeing some staffing level improvements in the SAH-ED, and this consistent improvement is likely to continue. The Ministry of Health recently advised us that we have successfully secured funding for this program to continue for the 2023-2024 fiscal year. This one-time funding of \$530,816 will allow us to fill this position seven days a week, further helping us reduce ambulance offload times and improve access to care across the community, once implemented.

Additionally, we continue working closely with SAH, Ontario Health, and the Ministry of Health in search of alternative solutions. Locally, with SAH, we are developing a mutually agreed-upon escalation process to deal with acute offload situations. This escalation process is essential to managing the influence of offload delays, and we are eager to get it in place.

**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**

DATE: September 21, 2023

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.

## CONCLUSION

Effectively managing ambulance-to-hospital offload processes remains one of our biggest challenges in providing appropriate emergency care to the community. We continue to work closely with Sault Area Hospital, the Ministry of Health and Ontario Health in finding the best approaches and solutions. We will continue to report our statistics on a monthly basis.

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:** Mike Nadeau

**DATE:** September 21, 2023

**RE:** Homemakers and Nursing Services Act

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### RECOMMENDATION

It is recommended that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) amend the current snow removal service practice to allow more people to enter into the program and provide financial supports to snow clearing directly for eligible community members in accordance with recommendations outlined in this report.

### BACKGROUND INFORMATION

Prior to 2013, the City provided the Red Cross with \$50,000 annually to be used for community member snow clearing services. This funding was used to assist with snow clearing for seniors with income and health barriers. In 2013, the City began accessing the Homemaking and Nursing Services program through the Homemaking and Nursing Services Act (HNSA). HNSA is a claim-based program and municipalities must submit monthly financial claims for the services rendered.

The HNSA is a provincial program that provides Homemaking Services to eligible community members. It is funded using an 80/20 cost share formula (provincial/municipal) and is intended to assist qualified seniors, disabled, etc. to receive the supports needed to remain in their homes. Thus, the total funding allocation for HNSA is \$250,000 (\$200,000 provincial and \$50,000 municipal). To be eligible for HNSA services one must meet financial eligibility determination AND have current health limitations that warrant the services. Services include but are not limited to:

1. Meal preparation
2. Light house keeping
3. Laundry
4. Snow removal

Under the current Act, the "Welfare Administrator" is responsible to administer the program including program eligibility, service levels, claim submissions, etc. The DSSMSSAB provides no funding and the program is *only* available within City limits, as



DATE: September 21, 2023

the 20% must be municipally funded. There is no administration allocation for the delivery/administering this program.

Historically the Red Cross were contracted to secure and manage snow removal. In 2013-2015, the budget allocation was:

1. \$100,000 for snow removal (contracted through Red Cross)
2. \$150,000 for meal preparation, house keeping, laundry, etc. (Contracted through March of Dimes)

Each year there was annual surplus in each of these program areas. In 2019, the Red Cross began communicating it wished to exit the snow service contract; however they agreed they would continue until a new service provider was found. In 2020/21, the Red Cross provided notice they would no longer provide the service and the program transitioned to the Victoria Order of Nurses to manage/administer.

In 2021, the DSSMSSAB reviewed the historical spending amounts and allocated the HNSA to:

1. \$50,000 VON (snow)
2. \$100,000 MOD (in-home service)
3. \$100,000 Community Living Algoma to provide in home supports to an 8-plex SSMHC asset located on Second Line West

### **SUMMARY/OVERVIEW**

A review of this program began occurring in 2022. Through senior level conversations with CLA, an alternative service delivery approach and partnership was identified which allowed the DSSMSSAB to reduce its funding to CLA to \$35,000 annually this year, thus reducing the global spend by \$65,000. Management re-allocated this funding to enhance in-home supports to a 12 unit SSMHC asset located on East Street, which provides housing to community members which have been historically difficult to house.

In spring of this year, the VON formally advised it would no longer administer the HNSA snow removal service for the DSSMSSAB. The VON model was/is to contract directly with snow-clearing contractors and fund contractors based on service hours utilized. This model posed financial risk to the VON as snow events are unpredictable, the snow seasons can begin early and/or stay late and it makes it extremely difficult to manage within a fixed budget allocation.

DSSMSSAB management worked closely with the VON and reviewed the program outcomes. The VON service model resulted in only 45 individuals/households receiving snow-clearing services in the community (which complemented other VON programming).

The DSSMSSAB's management has the understanding that snow removal services were originally provided to assist frail/elderly during sizeable winter snow events and not

DATE: September 21, 2023

intended to be used a full snow clearing service during each snow fall. Additionally, it is our understanding that the primary concern of City Council was/is to assist frail/elderly community members during larger snow events who do not have the financial capacity to cover such expense on their own. It is through this lens that I make the following **recommendations**:

1. Beginning this year, cease providing complete snow removal services for community members currently receiving the service,
2. Provide a one-time seasonal grant to community members based on need (financial and health), subject to maximum funding availability,
3. Transition out of the service agreement with the MOD through attrition.

**Beginning this year, cease providing full snow removal service for community members currently receiving the service:**

The cost of the current model is averaging over \$1,110.00 per household. General inquiries with contractors report that a typical seasonal driveway clearing contract averages around \$650-\$675 or \$45.00 per “push” without contract. The current model is expensive and provides very deep assistance to relatively few community members.

**Provide a one-time seasonal grant to community members based on need, subject to funding availability (\$50,000 current):**

It is recommended that we move to an annual seasonal grant to community members based on need and HNSA eligibility, subject to funding availability. As referenced above, the average typical driveway clearing service is \$662.50. Options for consideration are:

- a. \$250.00 annually. This would cover 38% of an average driveway clear or 5/6 “pushes” and assist 200 individuals/households (344% increase in number of households served),
- b. \$300.00 annually. This would cover 45% of an average driveway clear or 6/7 “pushes” and assist 166 individuals/households (269% increase in number of households served),
- c. \$350.00 annually. This would cover 53% of an average driveway clear or 7/8 “pushes” and assist 142 individuals/households (216% increase in number of households served), **RECOMMENDED BY MANAGEMENT**
- d. \$400.00 annually. This would cover 60% of an average driveway clear or 8/9 “pushes” and assist 125 individuals/households (178% increase in number of households served).

RE: Homemakers and Nursing Services Act

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Page 4

DATE: September 21, 2023

**Transition out of the service agreement with the MOD through attrition.**

Transitioning out of the service agreement with the MOD would result in Social Services not permitting any NEW clients into the MOD service stream once a client exists the MOD HNSA service mix. Unallocated funding would come back to Social Services and allow us to reallocate funding to add new snow removal service clients or add to homelessness supports (as funding becomes available).

**FINANCIAL IMPLICATIONS**

The HNSA total funding envelop remains unchanged.

**CONCLUSION**

Services provided under the HNSA are very important to our community; however, they are not core municipal services. The cost sharing formula makes it attractive to continue to provide services under the HNSA, but due competing fiscal pressures, we must allocate finite resources in a manner that is prudent and fair. Our local priorities appear to be homelessness services and snow removal through the HNSA lens.

Respectfully submitted,



Mike Nadeau  
Chief Executive Officer