



District of Sault Ste. Marie Social Services  
Administration Board

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

---

**DSSMSSAB REGULAR BOARD MEETING AGENDA**

*Thursday, February 15, 2024 at 4:30 PM*

*390 Bay Street, Suite 405*

---

**CALL TO ORDER**

**1. 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.

**2. APPROVAL OF AGENDA**

**Resolution #24-013**

Moved By: S. Spina

Seconded By: A. Caputo

- 2.1 “**BE IT RESOLVED THAT** the **Agenda for February 15, 2024** District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.”

**3. DECLARATIONS OF PECUNIARY INTEREST**

**4. APPROVAL OF PREVIOUS MINUTES**

**Resolution #24-014**

Moved By: L. Dufour

Seconded By: L. Vezeau-Allen

- 4.1 “**BE IT RESOLVED THAT** the **Minutes** from the District of Sault Ste. Marie Social Services Administration Board meeting dated **January 18, 2024** be adopted as recorded.

**5. PRESENTATION**

## 6. MANAGERS REPORTS

### **Housing and Homelessness**

#### **Resolution #24-015**

Moved By: J. Hupponen Seconded

By: L. Vezeau-Allen

- 6.1 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the 2024-2028 Reaching Home Investment Plan as outlined in the report,

Further be it resolved that the DSSMSSAB write to the Prime Minister to outline the impact the Reaching Home funding cut will have on the local homelessness system and send a copy to the Minister of Infrastructure, the local MP and our municipal levy partners”.

### **Housing and Development**

#### **Resolution #24-016**

Moved By: E. Palumbo

Seconded By: A. Caputo

- 6.2 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board accept the Sault Ste. Marie Housing Corporation (SSMHC) request to allocate \$253,142.60 of Homelessness Prevention Program (HPP) for the construction of a new four-plex apartment building on 61 and 65 Wellington St. E. as information”

### **Early Years**

#### **Resolution #24-017**

Moved By: L. Dufour

Seconded By: S. Spina

- 6.3 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board accept the report outlining CWELCC Emerging Issues as information”.

#### **Resolution #24-018**

Moved By: L. Vezeau-Allen

Seconded By: A. Caputo

- 6.4 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the report outlining the

discontinuation of the One-Time Transitional Grant Funding and the reduction in program administration funding as information,

Further be it resolved that the DSSMSSAB write to the Minister of Education advocating for the reinstatement of administration funding to ensure the Canada Wide Early Years Child Care program be properly implemented to support parents and ensure growth in local spaces”.

## **Paramedic Services**

### 6.5 **Resolution#24-019**

Moved By: S. Spina

Seconded By: A. Caputo

**"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board accept the Recruitment Strategies report as information"

### 6.6 **Resolution #24-020**

Moved By: J. Hupponen

Seconded By: E. Palumbo

**"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board accept the offload delay report as information."

## **CEO**

### 6.7 **Resolution #24-021**

Moved By: A. Caputo

Seconded By: J. Hupponen

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

### 6.8 **Resolution #24-022**

Moved By: L. Vezeau-Allen

Seconded By: A. Caputo

**"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board now enter into open session."

## **7. CORRESPONDENCE**

Letter from Associate Minister Robert J. Flack

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

## **9. ADJOURNMENT**

### **Resolution #23-023**

Moved By: E. Palumbo

Seconded By: S. Spina

### 9.1 **"BE IT RESOLVED THAT** we do now adjourn."



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

Sault Ste. Marie District

**District of Sault Ste. Marie Social Services  
Administration Board**

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

---

***DSSMSSAB REGULAR BOARD MEETING***

*Thursday, January 18, 2024 at 4:30 PM*

*390 Bay Street, Suite 405*

---

**Present:**

<b>Lisa Vezeau- Allen</b>	<b>Luke Dufour</b>
<b>Sonny Spina</b>	<b>Judy Hupponen</b>
<b>Angela Caputo</b>	<b>Enzo Palumbo</b>
<b>Stephanie Hopkin</b>	<b>Marchy Bruni</b>
<b>David Petersson</b>	<b>Mike Nadeau</b>
<b>Miranda Scott</b>	<b>Louie Bruni</b>
<b>Joanne Pearson</b>	<b>Katie Kirkham</b>
<b>Alison Kohler</b>	<b>Jeff Barban</b>
<b>Antonio Borrelli</b>	<b>Hannah Palombaro</b>
<b>Pam Patteri</b>	

**CALL TO ORDER at 4:33**

**1. 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.

**2. Election of Executive**

Election to be conducted by the CEO.

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

**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 - Stephanie Hopkin  
Vice-Chair - Angela Caputo  
Secretary - Sonny Spina  
Treasurer - Lisa Vezeau- Allen

**Carried**

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

#### **Resolution #24-002**

Moved By: S. Spina

Seconded By: L. Dufour

- 3.1 “**BE IT RESOLVED THAT** the **Agenda for January 18, 2024** District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.”

**Carried**

### **4. PRESENTATION**

**Hannah Palombaro: Intimate Partner Violence**

### **5. DECLARATIONS OF PECUNIARY INTEREST**

### **6. APPROVAL OF PREVIOUS MINUTES**

#### **Resolution #24-003**

Moved By: L. Dufour

Seconded By: L. Vezeau-Allen

- 7.1 “**BE IT RESOLVED THAT** the **Minutes** from the District of Sault Ste. Marie Social Services Administration Board meeting dated **December 14, 2023** be adopted as recorded.

**Carried**

### **7. MANAGERS REPORTS**

#### **Housing and Homelessness**

#### **Resolution #24-004**

Moved By: J. Hupponen

Seconded By: L. Vezeau-Allen

8.1 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the 2023/2024 Reaching Home Winter Unsheltered Homelessness Response Funding Investment Plan and allocate the funding to:

1. DSSMSSAB Housing and Homelessness Coordinator - \$45,422.50
2. Save Our Young Adults (SOYA) - \$50,000
3. Community Resource Center (CRC) supplies - \$28,000
4. Salvation Army - \$28,000
5. Indigenous Friendship Center - \$28,000
6. Administration - \$22,195.50”

**Carried**

**Resolution #24-005**

Moved By: J. Hupponen

Seconded By: S. Spina

8.2 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the 2022 Housing and Homelessness Plan.”

**Carried**

## **HOUSING AND DEVELOPMENT**

**Resolution #24-006**

Moved By: E. Palumbo

Seconded By: A. Caputo

8.3 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the 2024/25 Canada- Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) allocations as identified in the report.”

**Carried**

## **Paramedic Services**

**Resolution #24-007**

Moved By: S. Spina

Seconded By: L. Vezeau-Allen

8.4 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the updated version of the Paramedic Services’ Deployment Plan”.

**Carried**

**Resolution #24-008**

Moved By: E. Palumbo  
Seconded By: J. Hupponen

8.5 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board accept the 2023 Response Time Performance results and approve submission to the Ministry of Health”.

**Carried**

**Resolution #24-009**

Moved By: A. Caputo  
Seconded By: E. Palumbo

8.6 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board accept the offload delay report as information.”

**Carried**

**Resolution #24-010**

Moved By: E. Palumbo  
Seconded By: J. Hupponen

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

**Carried**

**Enter closed at 5:50pm**

**Resolution #24-011**

Moved By: L. Vezeau-Allen  
Seconded By: A. Caputo

8.8 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board now enter into open session.”

**Carried**

**Return to open 6:09pm**

**8. CORRESPONDENCE**

**9. OTHER BUSINESS / NEW BUSINESS**

**10. ADJOURNMENT at 6:12 pm**

**Resolution #23-12**

Moved By: E. Palumbo

Seconded By: S. Spina

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





# 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:** February 15, 2024

**RE:** Recruitment Strategies

---

### 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 in Ontario, staffing shortages have affected paramedic services and their ability to hire new employees. Paramedic services across the province have had difficulty recruiting new staff, making it challenging to staff front-line ambulances. In Sault Ste. Marie, our staffing complement has remained adequate despite these provincial-wide shortages. However, we are still taking steps to ensure our staffing levels remain high as we manage increasing call volumes and other healthcare system pressures.

### SUMMARY/OVERVIEW

To bring new paramedics to the District of Sault Ste. Marie, we have started a formal recruitment campaign, knowing our community has unique characteristics and resources to attract talent. Here is how recruitment efforts in Sault Ste. Marie will unfold:

- **Collaboration with Northern educational institutions:**  
We will leverage partnerships with schools to promote clinical internships as a way to introduce students to our paramedic service. Knowing that we have greater success recruiting paramedics from students who have done their clinical hours with us, we will increase the number of clinical placements we offer throughout the year. There have been significant increases in the number of students taking the paramedic program since the government introduced its Stay and Learn incentive (i.e. tuition is reimbursed with successful completion of the

DATE: February 15, 2024

program and a commitment to work in a Northern community at graduation). We want to take advantage of this opportunity.

- **Digital Marketing and Social Media:**

We will take advantage of digital marketing channels and social media platforms, where recruitment efforts will focus on candidates interested in relocating to Sault Ste. Marie. As part of this initiative, we recently had a series of videos created to paint the picture of life in Sault Ste. Marie, and in particular, as a paramedic working in this community. They do an excellent job illustrating our district's natural beauty, the quality of life that can be enjoyed here, and the unique opportunities someone can have in our paramedic service.

- **Job Fairs**

To diversify our pool of candidates, we will be participating in various job fairs. These events give access to prospective employees that traditional methods may not reach. By meeting them face-to-face, we can assess suitability for roles, introduce them to the hiring process, and answer questions directly. It also allows us to promote social services and our company culture, increasing visibility and attracting top talent. We recently took part in a job fair in Sudbury and intend to participate in others as they become available.

- **Multiple Job Postings**

We are strategically posting multiple paramedic job opportunities to align with college graduation dates. This approach ensures we attract a fresh pool of qualified candidates as soon as they complete their education. By synchronizing our hiring with graduation dates, we aim to secure talented individuals newly trained and ready to contribute to our team. This strategy will maximize our chances of finding the best candidates and help us to maintain a solid workforce to meet the needs of our community.

## **STRATEGIC PLAN IMPACT**

These recruitment initiatives will ensure that we can continue to provide high quality, person-focused paramedic services to our community. These are creative strategies to address prospective deficiencies in our service delivery capacity and offer personal development opportunities to community members.

## **FINANCIAL IMPLICATIONS**

We have managed funding for these initiatives within the existing budget. No additional funds are required at this time.

## **CONCLUSION**

RE: Recruitment Strategies

---

Page 3

DATE: February 15, 2024

Our recruitment strategies will help to address evolving healthcare human resource demands. They will ensure 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



District of Sault Ste. Marie Social Services  
Administration Board

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

## **DSSMSSAB BOARD REPORT**

**AUTHOR:** Joanne Pearson

**DATE:** February 15, 2024

**RE:** Federal Reaching Home Homelessness Funding Cut in 2026

---

### **RECOMMENDATION**

It is recommended the DSSMSSAB accept the proposed Reaching Home Investment Plan for 2024-2028 as outlined in the report and formally communicate the impact a funding cut will have on our homelessness system, community members and municipality to the Prime Ministers, Minister of Infrastructure and local Member of Parliament.

### **BACKGROUND INFORMATION**

In 2019, The DSSMSSAB entered into a five (5) year contribution agreement with the Federal Government, through Infrastructure Canada, for the Reaching Home Program with a total funding allocation of \$3,180,421 from April 1, 2019 to March 31, 2024. The fiscal year breakdown is as follows:

2019-2020	\$296,334
2020-2021	\$286,334
2021-2022	\$829,856
2022-2023	\$786,643
2023-2024	\$981,254 (includes one-time winter top-up of \$201,618)

### **SUMMARY/OVERVIEW**

On December 22, 2023, Social Services was notified the Reaching Home Program will be extended for an additional four (4) years to cover the period from April 1, 2024 to March 31, 2028 with a total funding allocation for Sault Ste. Marie of \$2,104,954. The funding allocation is as follows:

2024-2025	\$ 740,992
2025-2026	\$ 740,992
2026-2027	\$ 311,485
2027-2028	\$ 311,485

*It must be noted that **the budget will decrease by \$429,507 (58%)** in 2026.* The DSSMSSAB uses the federal funding to resource its current homelessness system. Homelessness is getting more acute locally and any funding removed from the system will have serious consequences in the community.

According to the Federal Government, the funding allocation for communities focussed on two key principles:

- “Considerations of historical and existing funding levels to minimize service disruptions at the community level; and,
- Leverage census population statistics, recognizing comparability across all communities in Canada and that there is a high correlation between population and various community-level homelessness indicators.

Recipient-level allocations for 2024-2028 were determined based on these principles to maintain consistency with previous years while also taking into account population changes in the 2021 Census.”

The recent communication by the Federal Government was extremely disheartening. The current and historical level of Reaching Home funding was woefully inadequate to achieve Canada’s own goal of reducing chronic homelessness by 50%. The cut in 2026 will ensure that this goal cannot be achieved locally.

A 58% funding cut to Reaching Home funding for Sault Ste. Marie will result in the loss of 5 FTE’s in fiscal 2026/2027 to our Homelessness Prevention Team. These FTE’s are critical to ensure the continuation of existing services, which can be argued by the community to be already inadequate to serve the homeless population. Advocates and partners across the country are voicing their concerns and impacts to the Federal Government.

To access the 2024-2028 funding we must develop a board approved investment plan for Reaching Home. 2024 – March 31, 2026 funding is consistent to previous years and management can confidentially recommend this portion of the plan to the board. However, from April 1, 2026-2028 management is not confident and will need to revisit the plan as we get closer to the date. While we have done our best to forecast how we can implement this funding cut, we will not be able to adequately provide the board with our best advice until we get closer to that date. Ultimately, there will be service reduction and the impact will be felt across the community.

The following investment plan is being proposed for Reaching Home funding 2024-2028:

Funded Position	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	4 YR TOTALS
Social Services - Housing and Homelessness Coordinator	\$95,542.00	\$109,000.00	\$111,997.50	\$114,237.45	\$116,522.20	\$451,757.15
Training	\$10,000.00	\$5,000.00	\$5,000.00			\$10,000.00
John Howard Society - Community Shelter Diversion Worker provides prevention services in the community to tenants/landlords to divert individuals from entering the shelter system by working to maintain tenancies and/or to secure alternate housing	\$70,000.00	\$75,000.00	\$76,500.00			\$151,500.00
CMHA - Intensive Housing Based Case Manager provides case management services, for approximately one year, to those individuals housed under our Urgent Homeless category	\$70,000.00	\$75,000.00	\$76,500.00			\$151,500.00
Ontario Aboriginal Housing Services - Indigenous Intensive Housing Based Case Manager provides case management services for indigenous clients for approximately one year, to those individuals housed under our Urgent Homeless category	\$57,390.00	\$75,000.00	\$76,500.00	\$76,500.00	\$76,500.00	\$304,500
CMHA - Mental Health & Addiction Case Management provides supports to those experiencing homelessness or those at risk of homelessness	\$210,000.00	\$187,500.00	\$191,250.00	\$118,575	\$82,681.2	\$580,006.2

John Howard Society- Shelter Diversion Worker provides prevention services to divert individuals from entering the shelter system as well as working with clients in shelter to find and secure housing in the community.	\$81,000.00	\$82,620.00	\$84,272.40			\$166,892.40
John Howard Society- Intensive Housing Based Case Manager provides case management services, for approximately one year, to those individuals housed under our Urgent Homeless category	\$83,000.00	\$84,660.00	\$86,353.20			\$171,013.20
Incremental Funding Additional funding for the development and implementation of Coordinated access and the by-Name List	\$56,680.00					
<b>Funded Position</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>	<b>2027-2028</b>	<b>4 YR TOTALS</b>
Administration	\$46,024.00	\$47,212.00	\$32,618.90	\$2,172.55	\$35,781.60	\$117,785.05
Winter top- up	\$201,618					
<b>TOTAL RECEIVED</b>	<b>\$981,254</b>	<b>\$740,992.00</b>	<b>\$740,992.00</b>	<b>\$311,485.00</b>	<b>\$311,485.00</b>	<b>\$2,104,954.00</b>

**STRATEGIC PLAN IMPACT**

The funding cut will impact the ability to achieve the board's plans and goals specific to homelessness.

**FINANCIAL IMPLICATIONS**

In 2026/27 we will receive \$669,769 less funding compared to our current allocation.

**CONCLUSION**

The impact of this reduction in funding is quite considerable. The elimination of 5 full time staff, as part of the Housing and Homelessness system, will undoubtedly result in individuals without the necessary supports to exit homelessness or to remain housed. We hope the advocacy efforts, being made nationwide, will result in additional funding for our community in order to support those most vulnerable.

Respectfully submitted,



Joanne Pearson  
Integrated Program Manager

Approved by:



Mike Nadeau  
Chief Executive Officer





District of Sault Ste. Marie Social Services  
Administration Board

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

## **DSSMSSAB BOARD REPORT**

**AUTHOR:** Jeff Barban

**DATE:** February 15, 2024

**RE:** Request for 2024/25 Homelessness Prevention Program Funds for the Sault Ste. Marie Housing Corporation

---

### **RECOMMENDATION**

It is recommended the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) consider awarding the Sault Ste. Marie Housing Corporation (SSMHC) with \$253,142.60 when allocating the 2024/2025 Homelessness Prevention Program (HPP) for the construction of a four-plex apartment building on 61 and 65 Wellington St. E.

### **BACKGROUND INFORMATION**

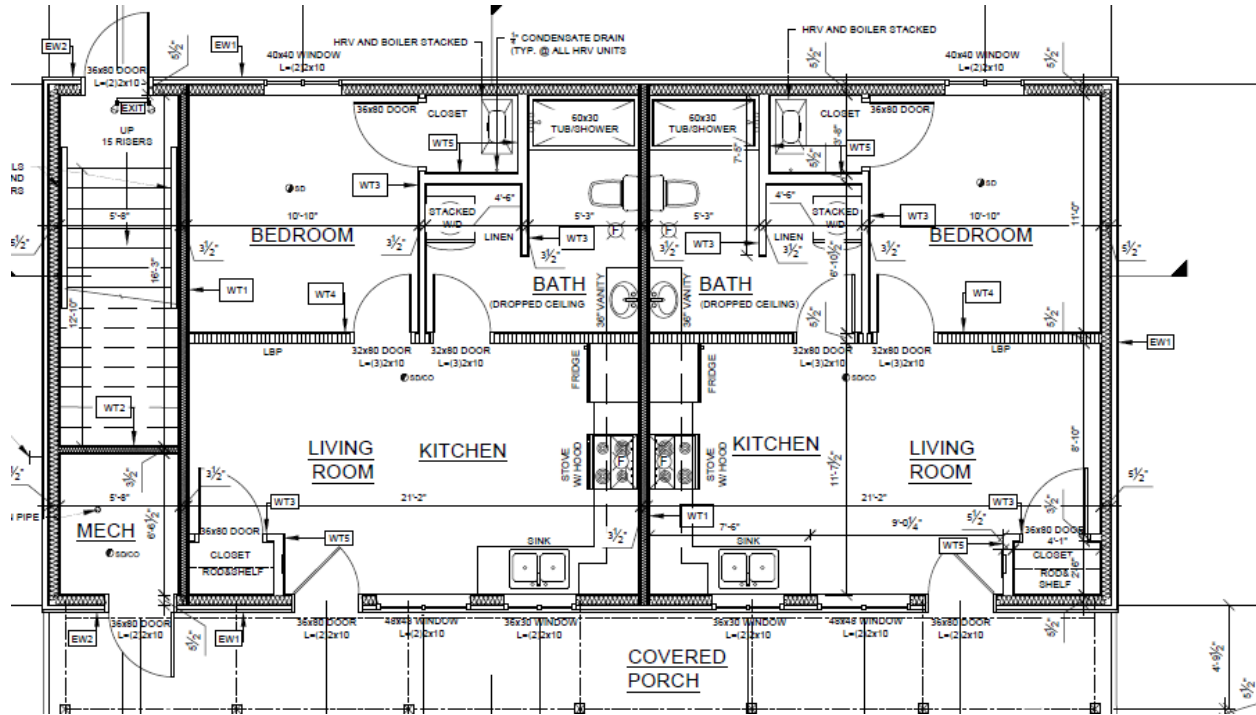
Housing Services is currently working on combining both properties to facilitate the construction of a four-plex apartment building. The application has gone before City council and has been approved. The balance of funds for the project are from the Canada-Ontario Community Housing Initiative (COCHI) 2023/24 and 2024/25.

### **SUMMARY/OVERVIEW**

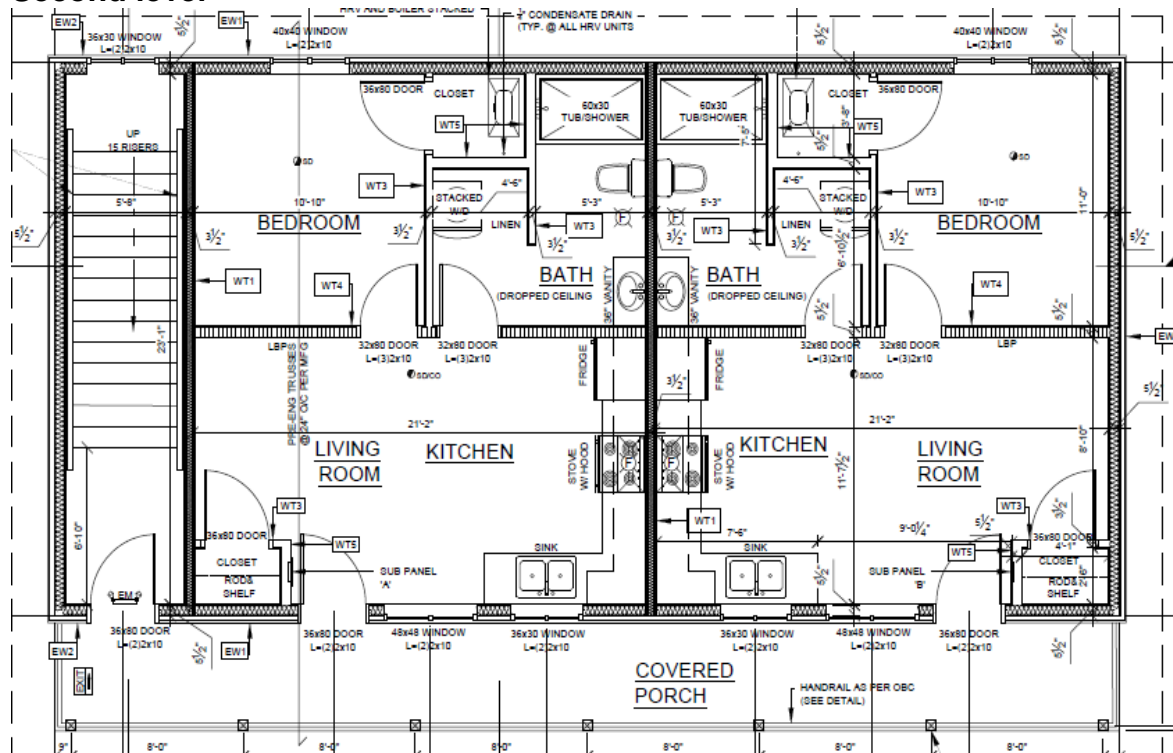
The new 4-plex apartment building will provide four (4) one bedroom affordable units. SSMHC has been working as the General Contractor in accordance with our procurement policy. Norquay Engineering has provided a design that will work with their new and innovative prefabricated wood wall and floor panels for this project. By using this construction method the SSMHC is able to reduce overall construction costs, versus a traditional stick built or concrete and steel method previously priced. Efficiencies in construction techniques, specifically the building envelope (panel manufacturing includes structural wall, vapour barrier, insulation, weather barrier and installed windows/doorways if desired) being manufactured off-site, then trucked to site and assembled will cut construction time dramatically. This type of build requires less labour and equipment to achieve alike results, ultimately reducing overall cost per square foot over the lifecycle of the project. This project is estimated to cost approximately \$388.00 per square foot where a traditional construction method would cost approximately \$450.00 per square foot, a cost savings of \$62.00 per square foot.

Preliminary drawings are already completed and are attached for reference:

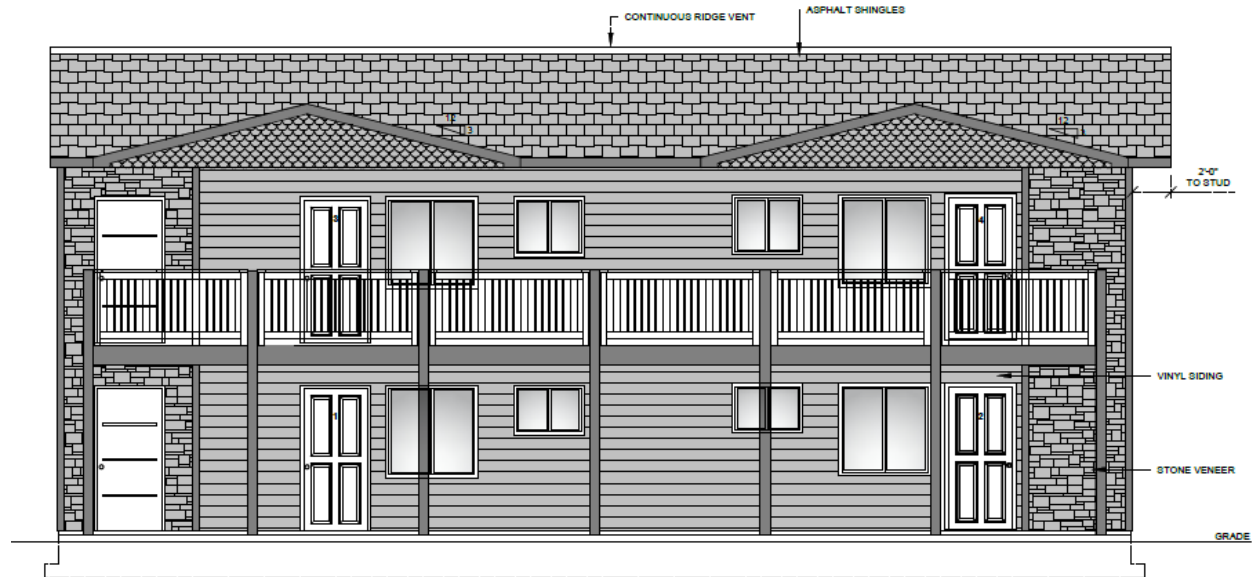
Main Level



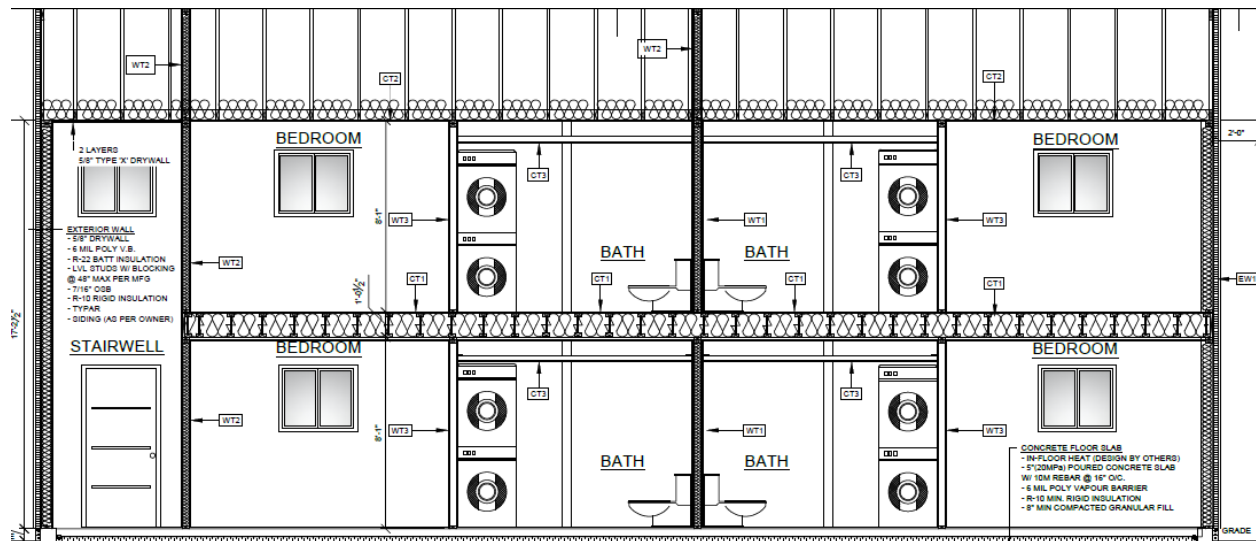
Second level



### Abbott Street Elevation (East)



### Cross section of units



Acting as the general contractor for this project will realize additional cost savings. This initial build will be used as a pilot project with the goal of working out any issues with this building system and to further develop a scope of work, yielding a product with few construction issues from start to finish. The design is also scalable to construct semidetached units, townhouses and even single detached homes on vacant SSMHC land.

RE: Request for 2024/25 Homelessness Prevention Program Funds for the Sault Ste. Marie Housing Corporation

---

Page 4

DATE: February 15, 2024

**STRATEGIC PLAN IMPACT**

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

**FINANCIAL IMPLICATIONS**

There will be no implications to the SSMHC capital budget as the balance of the funds are provided from COCHI funding.

**CONCLUSION**

This is an exciting opportunity for Development Services to build a 4-plex apartment building that will serve as a development that can be easily replicated on smaller properties located within the downtown core and offer affordable housing.

Respectfully submitted,



Jeff Barban  
Director of Community Housing & Development

Approved by:



Mike Nadeau  
Chief Executive Officer



District of Sault Ste. Marie Social Services  
Administration Board

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

## **DSSMSSAB BOARD REPORT**

**AUTHOR:** Tanya Ritter

**DATE:** February 15, 2024

**RE:** CWELCC Emerging Issues

---

### **RECOMMENDATION**

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

### **BACKGROUND INFORMATION**

In a November 2023 memo, the Ministry of Education informed Service System Managers of the investments from the Government of Ontario and the Government of Canada in the child care and early years system. \$2.1 billion is being invested in Canada-Wide Early Learning and Child Care which includes:

- \$1.9B for fee reductions and workforce compensation
- \$28M for CMSM/DSSAB CWELCC administration (3% of total budget)
- \$66M for space creation
- \$75M for emerging issues
- \$85M for start-up grants

The Ministry is allocating an additional \$75M provincially in funding for emerging issues for CWELCC enrolled child care operators. This is a new and separate allocation under the 2024 transfer payment agreement and the DSSMSSAB is required to implement a fair and transparent process to allocate emerging issues funding to child care operators who demonstrate that their revenue for eligible spaces (including routine funding, fee reduction, wage enhancement, workforce compensation, cost escalation and parent fees) is insufficient to support non-discretionary costs.

### **SUMMARY/OVERVIEW**

The guidelines allow for Service Managers to issue emerging issues funding to provide stability and support to child care operators who demonstrate that their revenue for eligible spaces is insufficient to support non-discretionary costs (expenses incurred beyond the service provider's control).

**RE: CWELCC Emerging Issues**

---

Page 2

DATE: February 15, 2024

The emerging issues funding can be used exclusively for addressing child care operator's non-discretionary cost pressures and the operator must demonstrate that the expense is legitimately incurred for child care delivery (required to provide care under the CCEYA and its regulations or, if above the regulated requirements, not an optional service). Claimed expenses must be necessary, economical, and with due regard for health and safety.

Some examples of eligible costs are:

- Costs incurred for daily operations such as increases in wages per collective agreement provisions, accommodation cost increases (such as rent or mortgage payments due to higher interest rates);
- Non-recurring costs such as those incurred to repair or replace physical assets (such as kitchen appliances or HVAC equipment for centres), which are necessary to maintain regular operations;
- Financing costs for loans that support non-recurring eligible costs and third-party mortgages. Eligible financing costs should be reasonable (for example, they align to the Canada Small Business Financing Program rates); and
- Audit costs, as audited financial statements are contractual stipulations of the CWELCC service agreement.

The Board is aware of the approved actual cost of care exercise (Resolution #23-081) in which one-time funds in the amount of up to \$1.3 million were issued to CWELCC enrolled child care operators to stabilize the gap between base rates and the actual cost of care. This new process attempts to resolve the same issue that was addressed last year.

The Early Years Division is in the process of revising the actual cost of care exercise to align with the emerging issues funding requirements and the exercise will become the emerging issues application. The application is one that child care operators are familiar with and its implementation will not create significant administrative burden on operators. The Early Years Division is also including Licensed Home Child Care (LHCC) in the application process as LHCC is expanding and it is anticipated that the number of providers will continue to increase supporting CWELCC expansion and the creation of new licensed home-based child care spaces in our community. The emerging issues application will allow the DSSMSSAB to implement a fair and transparent process to allocate emerging issues funding to eligible child care operators, should the Ministry of Education provide us with sufficient resources to achieve such.

**STRATEGIC PLAN IMPACT**

The Early Years Division will closely monitor operator budgets to implement the CWELCC plan in a way that ensures adequate funding is provided. Organizational excellence, service delivery and community partnerships are key to successful service system management and it is essential that operators are supported to fully implement the requirements of Canada-Wide Early Learning and Child Care.

**RE: CWELCC Emerging Issues**

---

Page 3

DATE: February 15, 2024

**FINANCIAL IMPLICATIONS**

At the local level, the Ministry has allocated emerging issues funding in the amount of \$52,976 for January to March and \$342,950 for the remainder of the calendar year. This is 100% federal dollars totaling \$395,926. The Early Years Division submitted a report to the Ministry identifying that based on the 2023 actual cost of care exercises \$1,239,156 may be required to cover emerging issues.

The current allocation will be insufficient to cover the emerging issues that local child care operators are experiencing. The report was submitted based on our best estimate from the identified cost pressures in the 2023 actual cost of care exercises as there was not a sufficient runway to create and provide child care operators with a new policy and application, and also have each operator complete the application with supporting documentation by the reporting deadline of February 5, 2024.

**CONCLUSION**

Children and parents enrolled in non-profit licensed child care programs in the community have benefitted from CWELCC immensely, which provides a more affordable child care system. The emerging issues funding is essential to stabilize child care operators and ensure they can continue to provide inclusive and high quality child care for children and families in Sault Ste. Marie and encourage future space creation to expand our local child care system .

Respectfully submitted,



Tanya Ritter  
Integrated Program Manager

Approved by:



Mike Nadeau  
Chief Executive Officer



District of Sault Ste. Marie Social Services  
Administration Board

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

## **DSSMSSAB BOARD REPORT**

**AUTHOR:** Tanya Ritter

**DATE:** February 15, 2024

**RE:** Early Years Program Administration Cut

---

### **RECOMMENDATION**

It is recommended that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept this report as information and write to the Minister of Education outlining concerns, risks and impacts of the cut to child care administration.

### **BACKGROUND INFORMATION**

In April 2019 the Ministry of Education sent a Memo to child care service system managers that introduced a 50/50 cost share for provincial child care administrative funding and reduced threshold for allowable administration funding Service Managers from 10% to 5% for provincial funding. A follow-up memo dated June 2019 *deferred* the administration threshold amounts until further notice. In an April 2022 memo, the Ministry stated that “**Administrative funding will be restored, as we recognize this is not the time to implement the previously announced funding cuts**”.

Management began to mitigate and plan for the administrative funding cut during its 2020 budget cycle. However based on the 2022 memo, and faced with a significant increase in housing programs due to the 2020-2021 provincial rent freeze, management recommended reducing the Early Years budget to offset the significant housing related budget pressures. In November 2023, a memo to Service Managers advised that provincial administration funding was being reduced from 10% to 5%.

### **SUMMARY/OVERVIEW**

The changes to the threshold for allowable administration funding from 10% to 5% will create significant challenges for the Early Years Division and the District of Sault Ste. Marie Social Services Administration Board.

The implementation of the Canada Wide Early Learning and Child Care (CWELCC) program is dependent on service system managers to provide support to child care operators as they navigate the significant changes. The CWELCC guidelines have broadened the scope of oversight and brings additional administrative pressures to



DATE: February 15, 2024

service system managers with increased requirements that historically did not exist pre-CWELCC. Below are examples of the new requirements placed on child care service system managers:

- CWELCC implementation and management.
- Increased and extensive communication and change management with the sector.
- Increased oversight of CWELCC child care including the monitoring of accountability requirements and financial viability, compliance audits, etc.
- Implementation of a new CWELCC funding formula and the extensive change management that will be required for child care operators.
- Service system manager role in licensing requests and revisions.
- Develop and implement an application process for CWELCC emerging issues.
- Growth Plans as an addendum to Service Plans.
- Access & Inclusion Framework requiring collaboration with service providers and new data reporting.
- Cross Jurisdictional Fee Subsidy Agreements.
- EarlyON Mental Health Initiatives.
- CWELCC expansion targets and extensive recurring reporting requirements.

Adequate administration funding is required to provide stability to the sector as the Ministry and continues to work on the development of the new Child Care Funding Formula. With the discontinuation of this funding and the increased requirements placed on service system managers it will impact the the Early Years team's ability to readily respond to child care operators. This will result in service delays and rushed communication at a time where operators require extensive communication and continuous support as new policies and processes are implemented along with increased accountability requirements.

The Association of Municipalities of Ontario is currently lobbying the province to restore this funding cut to ensure Service Managers have the resources required to fully implement the requirements of CWELCC. Based on AMO's letter, the Canada-Ontario agreement allows for up to 10% of the funding to be allocated towards administration costs. Our total CWELCC budget is \$8,376,201 and we receive only \$183,604 (2.19%) to implement the program and grow the system. Providing only 2.19% for administration for CWELCC is essentially a provincial download to municipalities, as \$183.604 is not sufficient to implement the requirements and adhere to the accountabilities throughout the year, especially since we have also just been cut by 50% from our provincial administration line.

### **STRATEGIC PLAN IMPACT**

There is a risk that the cut to administration funding will decrease the DSSMSSAB's ability to effectively support child care operators to fully implement the requirements of the CWELCC program. Organizational excellence, service delivery and community partnerships are key to successful service system management and this administrative

DATE: February 15, 2024

reduction will force the DSSMSSAB to prioritize service delivery, increase the administrative burden on child care operators, and put the DSSMSAB at risk of delinquent reporting.

**FINANCIAL IMPLICATIONS**

The total impact to the DSSMSSAB is a loss of \$438,449 in provincial funding in provincial administration. Management is currently working on a mitigations strategy and is looking across all divisions, which will in turn create compounding pressures throughout the DSSMSAB.

**CONCLUSION**

The pressures that the funding reduction will put on the DSSMSSAB will also have a negative impact on children, families, and the community as a whole. Families and the community are reliant on child care and the successful implementation of the CWELCC program to increase access to quality child care and early years services. In order to effectively manage the child care and early years system, the DSSMSSAB requires adequate funding to implement the new requirements and support child care operators during this transitional phase.

Respectfully submitted,



Tanya Ritter  
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:** Kate Kirkham

**DATE:** February 15, 2024

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

---

### 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**

	January 2023	January 2024
# of Patients to SAH	994 patients	1002 patients
Max # of minutes on offload delay	524 minutes (8 hours, 44 minutes)	719 minutes (11 hours, 59 minutes)
Total pts over 30 minutes	232	322
Total offload hours for period	495 hours	685 hours
Average Offload Time per Day	15.97 hours/ day	22.10 hours/ day

As was the case in December, we continue to see high offload delay numbers in January. All metrics increased this month despite similar numbers of patients being brought into the emergency department.

There are several reasons for these statistics. SAH has experienced extensive increases in patient volumes over the last three months. Like the rest of the province, SAH continues to see escalated volumes of community seasonal illnesses such as COVID-19, Influenza, and Respiratory Syncytial Virus (RSV). This influx has put more pressure on an already strained system. Before this, SAH had reduced many of its ED staffing issues. Unfortunately, these illnesses also affect its employees, making it challenging to maintain typical staffing levels.

Nursing shortages directly affect the ED's ability to fill the Dedicated Offload Nurse Program position. Despite staff scheduling deficiencies, it is clear that the ED managers are attempting to fill the position as often as possible. When the hospital cannot fill this position with a nurse, we attempt to fill the post with a paramedic. While this does not reduce offload times, it does allow more ambulances to respond to emergency calls in the community. This strategy has been vital in meeting our response time goals for the community, and we continue to hit our CTAS 1 to CTAS 5 goal metrics.

**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: February 15, 2024

The actual financial implications of offload delays are difficult to discern within the paramedic-operating budget. However, there is no question that significant costs are associated with delayed patient offloading, including forced overtime, missed meal breaks, and up-staffing of additional paramedic units to meet community emergency response needs. With continued reduction in offload delays, we will have fewer associated costs, and paramedic operations will be managed more efficiently and economically.

## 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 to find 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

**Ministry of  
Municipal Affairs  
and Housing**

Associate Minister's Office  
Housing

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-6500

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre associé  
Logement

777, rue Bay, 17<sup>e</sup> étage  
Toronto (Ontario) M7A 2J3  
Tél. : 416 585-6500



283-2024-30

February 2, 2024

Chair Luke Dufour  
Sault Ste. Marie DSSAB  
l.dufour@cityssm.on.ca

Dear Chair Dufour:

Thank you for taking the time to meet with me at the ROMA conference last week.

I am truly appreciative of the opportunity I had to listen and learn about housing concerns and ideas from many municipal leaders who represent rural communities throughout Ontario.

Our government remains committed to working with municipal partners, such as yourself, to accomplish our common goals. It was interesting to hear your perspective on modular transitional housing for women fleeing intimate partner abuse during our meeting.

Once again, thank you for sharing your thoughts with me and my staff during our conversation at ROMA. Your commitment to your community was unmistakable and I look forward to working with you in the future to get things done for Ontarians.

Sincerely,

A handwritten signature in blue ink that reads "Robert J. Flack".

Hon. Robert J. Flack  
Associate Minister – Housing