



District of Sault Ste. Marie Social Services Administration Board
Conseil d'administration des services sociaux de Sault Ste. Marie
Zhawenimi-Anokiitaagewin

DSSAB MEETING AGENDA

Thursday, February 20, 2025 at 4PM
548 Albert St. E., Sault Ste. Marie

- 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, and the Historic Sault Ste. Marie Metis Council

- 3. APPROVAL OF AGENDA**

Resolution #25-017

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

- 3.1 "BE IT RESOLVED THAT the Agenda for February 20, 2025, 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 #25-018

Moved By: R. Zagordo
Seconded By: M. Bruni

- 5.1 "BE IT RESOLVED THAT the Minutes from the District of Sault Ste. Marie Social Services Administration Board Meeting dated **January 16 & January 30, 2025** be adopted as recorded".**

6. MANAGER'S REPORTS

PARAMEDIC SERVICES

Resolution #25-019

Moved By: M. Mageran

Seconded By: M. Bruni

- 6.1 **"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the Paramedic Services Monthly Offload Delay Report as information."

Resolution #25-020

Moved By: S. Spina

Seconded By: A. Caputo

- 6.2 **"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept this report and approve the adjustments to the fleet replacement schedule for Paramedic Services' ambulances and emergency response vehicles, with the understanding that timelines may be modified as necessary to accommodate changes in lead times while maintaining a 7-year replacement cycle."

Resolution #25-021

Moved By: M. Mageran

Seconded By: R. Zagordo

- 6.3 **"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approves the continued financial support of Sault Area Hospital's (SAH) 'Transportation of Medically Stable Patients' initiative at an annual cost of \$100,000."

OPERATIONS

Resolution #25-022

Moved By: A. Caputo

Seconded By: M Bruni

6.4 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the Early Years Cost-Based Funding Model report for information.”

Resolution #25-023

Moved By: R. Zagordo

Seconded By: S. Spina

6.5 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the Homelessness Report – Municipalities Under Pressure as information.”

Resolution #25-024

Moved By: R. Zagordo

Seconded By: S. Spina

6.6 “**BE IT RESOLVED THAT** the DSSMSSAB reallocate 2024/25 remaining operational funding as follows:

1. \$100,000 towards security to support both emergency shelters with staffing of the overflow warming stations.
2. \$160,000 towards the Housing Stability Bank.

Resolution #25-025

Moved By: M. Bruni

Seconded By: A. Caputo

6.7 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the updated Homelessness Prevention Program Investment Plan for the period of April 1, 2025, to March 31, 2026, as outlined in the report.”

Resolution #25-026

Moved By: S. Spina

Seconded By: R. Zagordo

- 6.8 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the increase to the maximum market rent funding for the Portable Housing Benefit (PHB) from \$950 to \$1050 per month for a one bedroom unit, and from \$1050 to \$1150 per month for a two bedroom unit in order to fund clients to appropriate market rent levels.

Resolution #25-027

Moved By: S. Spina

Seconded By: R. Zagordo

- 6.9 “**BE IT RESOLVED** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the increase to the Reaching Home budget for fiscal 2024-25 as presented in this report.”

Resolution #25-028

Moved By: R. Zagordo

Seconded By: M. Bruni

- 7.0 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSAB) now enter a closed session.”

Resolution #25-029

Moved By: S. Spina

Seconded By: M. Mageran

- 7.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSAB) now return to open session.”

8. NEW BUSINESS

9. ADJOURNMENT

Resolution #25-030

Moved By: A. Caputo

Seconded By: M. Bruni

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



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 Minutes
Thursday, January 16, 2025, at 4:30PM
548 Albert Street East, Sault Ste. Marie, ON

Present: Stephanie Hopkin
Sonny Spina
Angela Caputo
Lisa Case
Melanie Mageran
Ron Zagordo
Marchy Bruni
Mike Nadeau Katie Kirkham
Crystal Wells J Joanne Pearson
Riley Barsanti Antonio Borrelli
Louie Bruni Pam Patteri
David Peterson Tanya Ritter
Kim Mitchell

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, and the Historic Sault Ste. Marie Metis Council.

3. ELECTION OF EXECUTIVE

Election to be conducted by the CEO.

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

Resolution #25-001

Moved By: L. Case

Seconded By: S. Spina

OUTCOME: CARRIED

- 3.1 **“BE IT RESOLVED THAT** the slate of officers in the positions of Chair, Vice Chair, Secretary, and Treasurer for the 2025 District of Sault Ste. Marie Social Services Administration Board executive positions be accepted as elected
Chairperson – Acclaimed-Stephanie Hopkin
Vice-Chair – Angela Caputo
Secretary – Sonny Spina
Treasurer –Lisa Vezeau Allen

4. APPROVAL OF AGENDA

Resolution #25-002

Moved By: L. Case

Seconded By: S. Spina

OUTCOME: CARRIED

- 4.1 **“BE IT RESOLVED THAT** the **Agenda for January 16, 2025**, District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.”

5. DECLARATIONS OF PECUNIARY INTEREST

6. APPROVAL OF PREVIOUS MINUTES

Resolution #25-003

Moved By: R. Zagordo

Seconded By: M. Bruni

OUTCOME: CARRIED

- 6.1 **“BE IT RESOLVED THAT** the **Minutes** from the District of Sault Ste. Marie Social Services Administration Board Meeting dated **November 14, 2024**, be adopted as recorded”.

7. PRESENTATION

Off Load Delay-Presentation Dave Giulietti

8. MANAGER’S REPORTS

PARAMEDIC SERVICES

Resolution #25-004

Moved By: R. Zagordo

Seconded By: S. Spina

OUTCOME: CARRIED

- 8.1 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the Paramedic Services Monthly Offload Delay Report as information.”

Resolution #25-005

Moved By: A. Caputo

Seconded By: S. Spina

OUTCOME: CARRIED

- 8.2 **“BE IT RESOLVED THAT** the contract for RFP 2024-017 Assessment of Ambulance Offload Delays at Sault Area Hospital (SAH) and District of Sault Ste. Marie Paramedic Services be awarded as follows:
Optimus SBR Inc. at a total lump sum of \$165, 669 (including HST), subject to being cost shared 50/50 with SAH

CORPORATE SERVICES

- 8.3 **Resolution #25-006**

Moved By: R. Zagordo

Seconded By: M. Bruni

OUTCOME: CARRIED

“BE IT RESOLVED THAT the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accepts the recommendation to borrow the sum of \$4,000,000.00 to meet, until current revenue is collected, current expenditures for the year 2025; and;

WHEREAS the total amount of the estimated revenues of the Board for the year 2025 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 the DSSMSSAB pursuant to Section 9 of the District Social Services Administration Boards (DSSAB) 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 DSSMSSAB, 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 DSSAB 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.”

OPERATIONS

Resolution #25-007

Moved By: S. Spina

Seconded By: A. Caputo

OUTCOME: CARRIED

Louie to review and add, under community needs assessment, 1.3 gaps-lack permanent supportive housing

- 8.4 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the Ontario Works Service Plan as attached for information’

Resolution #25-008

Moved By: R. Zagordo

Seconded By: M. Bruni

OUTCOME: CARRIED

- 8.5 “**BE IT RESOLVED** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the Centralized Intake Report as information.’

ADMINISTRATION

Resolution #25-009

Moved By: S. Spina

Seconded By: A. Caputo

OUTCOME: CARRIED

- 8.6 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board continue to hold their 2025 regular monthly Board Meetings generally on the third Thursday of each month at 4:30 p.m. as listed below:”

2025 Board Meeting Dates

January 16, 2025

February 20, 2025

March 20, 2025

April 17, 2025

May 15, 2025

June 19, 2025

July 17, 2025 (tentative)

August 21, 2025 (tentative)

September 18, 2025

October 16, 2025

November 12, 2025 (Wednesday)

December 18, 2025

Resolution #25-010

Moved By: R. Zagordo

Seconded By: M. Bruni

OUTCOME: CARRIED

- 8.7 **"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSAB) now enter a closed session."

Resolution #25-011

Moved By: S. Spina

Seconded By: L. Case

OUTCOME: CARRIED

- 8.8 **"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSAB) now return to open session."

9. CORRESPONDENCE

- 9.1 Letter from Minister Paul Calandra, Ministry of Municipal Affairs and Housing

10. NEW BUSINESS

To use less paper, we are looking at using electronic devices to view the board agendas. Packages will only be printed

11. ADJOURNMENT

Resolution #25-012

Moved By: L. Case

Seconded By: R. Zagordo

OUTCOME: CARRIED

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



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

SPECIAL MEETING AGENDA MINUTES

Thursday, January 30, 2025 at 1PM
548 Albert St. E., Sault Ste. Marie

Present:

Stephanie Hopkin
Lisa Vezeau-Allen
Melanie Mageran
Marchy Bruni
Sonny Spina via Teams
Angela Caputo
Lisa Case via Teams

Mike Nadeau
Louie Bruni
Kim Mitchell

Katie Kirkham
David Petersson
Antonio Borrelli

Crystal Wells

1. **CALL TO ORDER at 1:07pm**
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, and the Historic Sault Ste. Marie Metis Council

3. **APPROVAL OF AGENDA**
Resolution #25-013

Moved By: L. Case
Seconded By: L. Vezeau-Allen
CARRIED

- 3.1 **"BE IT RESOLVED THAT the Agenda for January 30, 2025, District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented."**

4. **DECLARATIONS OF PECUNIARY INTEREST**

A Caputo will be excusing herself from any PP discussions.

5. **MANAGER'S REPORTS**

ADMINISTRATION

Resolution #25-014

Moved By: M. Mageran

Seconded By: M. Bruni

CARRIED

- 5.1 **"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSAB) now enter a closed session."

Resolution #25-015

Moved By: S. Spina

Seconded By: M. Mageran

CARRIED

- 5.2 **"BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSAB) now return to open session."

6. **NEW BUSINESS**

7. **ADJOURNMENT**

Resolution #25-015

Moved By: S. Spina

Seconded By: M. Mageran

CARRIED

- 7.1 **"BE IT RESOLVED THAT** we do now adjourn." Adjourned at 2:33PM



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

Here to help.
Ici Pour Aider.

District of Sault Ste. Marie Social Services Administration Board
Conseil d'administration des services sociaux de Sault Ste. Marie
Zhawenimi-Anokiitaagewin

DSSMSSAB BOARD REPORT

AUTHOR: Kate Kirkham

DATE: February 13, 2025

RE: Monthly Offload Delay Report - January Update

RECOMMENDATION

Be it resolved that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the Paramedic Services Monthly Offload Delay Report as information.

BACKGROUND INFORMATION

The availability of ambulance services is critically important to meet the emergency needs of a community. A significant factor affecting ambulance availability is offload delays. An offload delay is defined as the time spent waiting to transfer patient care from paramedics to Emergency Department (ED) staff. Specifically, offload delays are calculated as the time from the ambulance's arrival at the ED until Transfer of Care (TOC) is documented and acknowledged, minus the standard thirty (30) minutes required for ambulances to return to service.

Ambulance offload delays (AOD) are a well-documented challenge throughout Ontario. In the District of Sault Ste. Marie, the combination of ED crowding and high demand for ambulance services significantly contributes to these delays. Staffing pressures in health services have exacerbated this issue, resulting in resource inefficiencies that impact our emergency response times and overall community safety.

To address ambulance offload delays, several mitigating strategies are currently in place, and we are actively collaborating with SAH, the Ministry of Health (MOH), and Ontario Health (OH) to identify and implement effective solutions.

SUMMARY/OVERVIEW

District of Sault Ste. Marie Paramedic Services

	January 2024	January 2025
# of Patients to SAH	1002 patients	987 patients
Max # of minutes on offload delay	719 minutes (11 hours, 59 minutes)	258 minutes (4 hours, 18 minutes)
Total pts over 30 minutes	322	112
Total offload hours for period	685 hours	89 hours
Average Offload Time per Day	22.10 hrs./day	2.9 hrs./day

In January 2025, we saw a significant improvement in ambulance offload times at Sault Area Hospital (SAH) compared to January 2024. While the total number of patients remained relatively stable, there was a notable reduction in offload delays. The maximum single offload time dropped from nearly 12 hours in 2024 to just over 4 hours in 2025. Additionally, the number of patients experiencing offload delays (ambulance offload times > 30 minutes) decreased from 322 to 112, and the total offload hours for the month were reduced from 685 hours to 89 hours. On average, daily ambulance offload time fell from 22.10 hours per day to 2.9 hours per day, reflecting a significant operational improvement and increased system efficiency.

12-Month Comparison

	# of Patients to SAH	Max # of Minutes on Offload Delay	Total Patients over 30 minutes	Total Offload Hours for the Month	Average Offload Time per Day
February, 2024	874 patients	321 minutes	216	428 hours	14.76 hrs/day
March, 2024	736 patients	343 minutes	123	295 hours	9.5 hrs/ day
April, 2024	804 patients	276 minutes	192	366 hours	12.2 hrs/ day
May, 2024	1044 patients	340 minutes	398	341 hours	11 hrs/day
June, 2024	959 patients	263 minutes	248	228 hours	7.6 hrs/day
July, 2024	1060 patients	228 minutes	259	239 hours	7.8 hrs/day
August, 2024	1039 patients	208 minutes	249	246 hours	7.94 hrs/day
September, 2024	945 patients	204 minutes	205	191 hours	6.37 hrs/day
October, 2024	895 patients	297 minutes	227	213 hours	6.87 hrs/day
November, 2024	987 patients	227 minutes	228	234 hours	7.8 hrs/day
December, 2024	1160 patients	241 minutes	316	257 hours	8.3 hrs/ day
January, 2025	987 patients	258 minutes	112	89 hours	2.9 hrs/ day

This data shows a significant reduction in ambulance offload delays at SAH over the last 12 months. While the number of patients transported each month remained relatively

DATE: February 13, 2025

consistent, the total offload hours and average daily offload time showed a steady decline throughout the year. These improvements suggest enhanced hospital efficiencies and process optimizations.

We continue to work closely with SAH as we engage a consultant to provide an in-depth analysis of the Emergency Department and paramedic practices, patient flow, and systemic challenges within the broader healthcare system. Through this initiative, we aim to identify key areas for improvement that will help streamline processes, enhance efficiency, and ultimately reduce offload delays, benefiting the Emergency Department, EMS operations, and patient care.

STRATEGIC PLAN IMPACT

Several initiatives are underway to address the rate of offload delays while maintaining high-quality, person-centered care. In alignment with the pillars of Service Delivery and Community Partnerships, DSSMSSAB remains committed to working collaboratively with community partners to navigate system-wide healthcare challenges. This strategic engagement is designed to enhance community well-being and uphold a standard of service excellence.

FINANCIAL IMPLICATIONS

The financial impact of offload delays is challenging to pinpoint within the paramedic operating budget. However, delayed patient offloading incurs substantial costs such as forced overtime, missed meal breaks, and the need to up-staff additional paramedic units to meet community emergency response demands. With decreasing offload delays, we expect these associated costs to lessen, allowing for more efficient and cost-effective management of paramedic operations.

CONCLUSION

Managing ambulance-to-hospital offload processes remains one of our greatest challenges in delivering timely and appropriate emergency care to the community. We are working in close partnership with the Sault Area Hospital, the Ministry of Health, and Ontario Health to identify and implement the most effective solutions. We will continue to provide monthly updates on our offload statistics to maintain transparency and track progress.

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 sociaux de Sault Ste. Marie
Zhawenimi-Anokiitaagewin

DSSMSSAB BOARD REPORT

AUTHOR: Kate Kirkham

DATE: February 20, 2025

RE: Paramedic Services Fleet Replacement Schedule

RECOMMENDATION

Be it resolved that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept this report and approve the adjustments to the fleet replacement schedule for Paramedic Services' ambulances and emergency response vehicles, with the understanding that timelines may be modified as necessary to accommodate changes in lead times while maintaining a 7-year replacement cycle.

BACKGROUND INFORMATION

In paramedic services, a fleet replacement schedule is a strategic plan that outlines the timeline and process for replacing aging ambulances and emergency response vehicles. An effective schedule ensures that the ambulance fleet remains reliable, safe, and capable of meeting the community's emergency response needs. Typically, a replacement schedule considers factors such as:

- **Vehicle age and condition**
 - Ambulances have an optimal service life of seven years due to their heavy usage and wear. The schedule is built around this recommendation as a strategy to avoid maintenance issues and service interruptions.
- **Mileage and usage**
 - Ambulances often accumulate high mileage due to constant operation, with maintenance needs increasing as the vehicles age. The fleet replacement schedule considers the ambulances' odometer readings and their engine hours.
- **Maintenance**
 - The replacement schedule accounts for the maintenance schedule for each vehicle, which is optimized to extend its service life and reliability.
- **Lead times for new vehicles**
 - The fleet replacement schedule factors in the time required to order, customize, and receive new vehicles. This includes manufacturer or supply chain issues impacting the time it takes to receive new vehicles.

For DSSMSSAB, the fleet replacement schedule ensures that ambulances are replaced on a rotating basis, preventing any vehicle from reaching a point where it becomes unreliable or too costly to maintain, thus ensuring consistent high-quality service to the community. Additionally, it helps anticipate upcoming capital costs by outlining when vehicles will need to be replaced. This allows the DSSMSSAB to plan for the financial impact of purchasing new ambulances and emergency response vehicles.

SUMMARY/OVERVIEW

The DSSMSSAB approved the last Fleet Replacement Schedule for Paramedic Services in December 2020. When the schedule was put in place, we had a six-month lead time for receiving an ambulance after placing the order. This timeline has grown in recent years, now projected at 26 months from order date for ambulances and 12 months from order date for emergency response vehicles. Staying with this schedule will result in replacement delays, increasing the risk of operating aging, high-mileage vehicles beyond their intended service life.

Fleet Replacement Schedule – Approved in 2020

Vehicle ID	Vehicle Type	7th Year of Service	Original Order Date (based on 6 month lead time)	Projected Receipt Date with Original Fleet Replacement Schedule
5417	AMB	2024	2024	Feb, 2026
5219	AMB	2025	2025	Feb, 2027
5151 (GR)	AMB	2025	2025	Feb, 2026
5310	ERV	2024	2025	Feb, 2026
5500	AMB	Accident	Accident	Aug, 2025
5152	AMB	2025	2026	Mar, 2028
5453	AMB	2026	2026	Mar, 2028
5153	AMB	2027	2027	Mar, 2029
5309	ERV	2027	2027	Jan, 2028
5154 (GR)	AMB	2029	2028	Mar, 2030
5454	AMB	2029	2029	Mar, 2031
5470	AMB	2029	2029	Mar, 2031
5157	AMB	2029	2029	Mar, 2031
5501	AMB	2031	2031	Mar, 2033
5331	ERV	2031	2031	Jan, 2032
5504	AMB	2032	2032	Jan, 2034

Aside from the change in lead times, the key factors outlined in the 2020 Fleet Replacement Schedule remain unchanged. The schedule continues to strike a balance between vehicle replacement needs and reliability, supporting the long-term sustainability and operational efficiency of the fleet.

DATE: February 20, 2025

To manage the change in lead times and realign with the 7-year replacement cycle, we recommend the immediate purchase of two additional ambulances and the implementation of an updated fleet replacement schedule as follows:

Recommended Fleet Replacement Schedule

Vehicle ID	Vehicle Type	Received/ Planned Received Date	7th Year of Service	Recommended Order Date/ Budget Year
5152	AMB	2018	2025	2025
5453	AMB	2019	2026	2025
5153	AMB	2020	2027	2026
5309	ERV	2020	2027	2026
5154 (GR)	AMB	2022	2029	2027
5454	AMB	2022	2029	2027
5470	AMB	2022	2029	2027
5157	AMB	2022	2029	2028
5501	AMB	2024	2031	2029
5500	AMB	2024	2031	2029
5504	AMB	2025	2032	2030
5331	ERV	2024	2031	2030
5417	AMB	2026	2033	2031
5151 (GR)	AMB	2026	2033	2031
5219	AMB	2027	2034	2032

Summarized Purchase Cycle and Budget Impact

Year	Ambulance (50/50 DSSAB/MOH Funding)	Ambulance (100% MOH Funding)	Emergency Response Vehicle (50/50 DSSAB/MOH Funding)
2025	2		
2026	1		1
2027	2	1	
2028	1		
2029	2		
2030	1		1
2031	1	1	
2032	1		1

STRATEGIC PLAN IMPACT

Approval of the updated Fleet Replacement Schedule ensures reliable and efficient service delivery. Adjusting the ordering lead times aligns our fleet with the growing demands of our paramedic team, ensuring we have the necessary resources to meet the emergency response needs of the city and surrounding communities.

DATE: February 20, 2025

FINANCIAL IMPLICATIONS

The seven-year lifespan for fleet vehicles ensures predictable capital expenses in future budgets. Extending this lifespan risks higher maintenance costs and vehicle unreliability, which could affect services delivery.

Adjusting the order timeline to reflect the 26-month and 12-month lead times does not alter the total procurement cost of an ambulance or ERV; however, it does affect the timing of the budget impact. To mitigate current delays caused by extended lead times and maintain alignment with our 7-year replacement schedule, we need to accelerate our ordering timeline.

To realign with the 7-year replacement cycle, we recommend the immediate purchase of two additional ambulances at a total cost of up to **\$562,754.40** followed by an adherence to the recommended fleet replacement schedule moving forward. This cost is to come from DSSMSSAB Levy Stabilization reserves. This adjustment ensures predictable financial planning and allows staff to work with vendors and maintenance personnel to maintain a safe, reliable fleet.

Item	Cost
Ambulances (2)	\$ 483,397.50
Powerload Installations (2)	\$ 73,688.00
Subtotal	\$ 557,085.50
Non-Recoverable HST (1.0176%)	\$ <u>5,668.90</u>
Total Cost	\$ 562,754.40

**projections based on Dec. 2024 quotes*

CONCLUSION

Updating the fleet replacement schedule is essential to maintaining a reliable and modern fleet, ensuring we meet the growing demands of our community. This update supports financial stability by providing predictable capital expenses and enabling better long-term planning. By approving this schedule, we can avoid unexpected costs, reduce maintenance risks, and strengthen relationships with vendors and maintenance teams, all of which will help us deliver consistent, high-quality emergency services.

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 sociaux de Sault Ste. Marie
Zhawenimi-Anokiitaagewin

DSSMSSAB BOARD REPORT

AUTHOR: Katie Kirkham

DATE: February 13, 2025

RE: Transportation of Medically Stable Patients

RECOMMENDATION

Therefore, be it resolved that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approves the continued financial support of Sault Area Hospital's (SAH) 'Transportation of Medically Stable Patients' initiative at an annual cost of \$100,000.

BACKGROUND INFORMATION

The current 'Transportation of Medically Stable Patients' initiative was launched by SAH in 2022 to provide non-emergent transportation for patients who are medically stable but require assistance traveling between healthcare facilities, their homes, or other care settings. Before this initiative, paramedic services managed most of these patient transfers. Since its inception, the DSSMSSAB has supported this program with \$100,000 annually to help ensure its continued operation.

This initiative was established to address delays in patient discharge and reduce reliance on paramedic services for non-urgent transfers. Medically stable patients often require transport but do not need the emergency response and clinical expertise provided by paramedics. Without an alternative service, paramedics were frequently dispatched to these calls, reducing the availability of ambulances for high-acuity emergencies. Now, most low-acuity patient transfers are managed by this program.

SUMMARY/OVERVIEW

Since 2022, we have seen this program significantly reduce low acuity call volume for DSSMSSAB's paramedic services. It has:

- **Helped optimize ambulance availability** – Diverting non-urgent patient transports to a dedicated service, allows our paramedics to prioritize high-acuity emergencies, reducing response time for critical patients.
- **Impacted offload delays** – This service eases hospital overcrowding, allowing for patient flow through and out of the hospital, allowing space to be freed up in the emergency department.

Recognizing the program's success and long-term sustainability needs, SAH, in collaboration with DSSMSSAB, submitted a proposal for base funding to secure ongoing financial support. As a result, the MOH has committed \$752,300 in base funding to sustain the program through March 31, 2029. The total program cost is \$952,300, with contributions of \$100,000 each from SAH and DSSMSSAB.

STRATEGIC PLAN IMPACT

Supporting the transportation of medically stable patients, in collaboration with Sault Area Hospital (SAH) and the Ministry of Health aligns with the pillars of Service Delivery and Community Partnerships. DSSMSSAB remains committed to working collaboratively with community partners to navigate system-wide healthcare challenges. This strategic engagement is designed to enhance community well-being and uphold a standard of service excellence.

FINANCIAL IMPLICATIONS

To support the transportation of medically stable patients, using a private, non-ambulance patient transportation service, the Ministry of Health has committed to providing Sault Area Hospital with \$752,300 per year in base funding until March 31st, 2029. The total cost of this program is \$952,300 per year, requiring continued contributions of \$100,000 each from Sault Area Hospital and DSSMSSAB.

Since 2022, the DSSMSSAB has contributed \$100,000 annually to this program. With approval, we will continue this contribution until March 31st, 2029, funded within our existing budget allocations.

CONCLUSION.

The Transportation of Medically Stable Patients initiative has proven to be a valuable solution in optimizing paramedic resources, reducing offload delays, and improving patient flow within the healthcare system. With the Ministry of Health's commitment of \$752,300 in base funding and continued contributions from Sault Area Hospital and DSSMSSAB, this program is well-positioned for long-term sustainability.

Respectfully submitted,

Approved by:



Kate Kirkham
Chief Paramedic Services

Mike Nadeau
Chief Executive Officer



District of Sault Ste. Marie Social Services Administration Board
Conseil d'administration des services sociaux de Sault Ste. Marie
Zhawenimi-Anokiitaagewin

DSSMSSAB BOARD REPORT

AUTHOR: Louie Bruni

DATE: February 20, 2025

RE: 2025 Cost Based Funding Model

RECOMMENDATION

BE IT RESOLVED THAT the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the Early Years Cost-Based Funding Model report for information.

BACKGROUND INFORMATION

Ontario has been undergoing a substantial transformation in publicly funded childcare through the implementation of the Canada-Wide Early Learning and Childcare (CWELCC) System. In May of 2024, the Ministry announced that the existing revenue replacement approach to CWELCC funding would remain in place until December 31, 2024, and the new, cost-based CWELCC funding approach was set to come into effect on January 1, 2025.

SUMMARY/OVERVIEW

The Cost-Based funding approach took effect January 1, 2025. This funding model supports the operating costs for childcare centres/agencies participating in CWELCC for the delivery of childcare to CWELCC-eligible children (0-5 years of age – infant, toddler, preschool, JK/SK).

The implementation of the cost-based funding does not change the direct relationship between the DSSAB and licensees.

The core principles of the cost-based model are:

Transparent: Clear and consistent approach, both locally and across CMSMs/DSSABs so that licensees know what to expect from CMSMs/DSSABs.

Representative: Funding is responsive to the delivery of childcare in Ontario and reflects the true costs of providing childcare to eligible children.

Accountable: Cost control structures and safeguards ensure accountability and equitable distribution of public funding.

Funding is provided to support eligible program costs. The program cost allocation involves a benchmark allocation and where applicable, a top-up allocation. The benchmark allocation is to generate national, cost-based funding amounts that represent typical costs incurred for eligible centres/agencies, adjusted for regional differences, to help ensure that similar centre/agencies receive similar funding. The benchmark allocation is adjusted for regional differences by applying the appropriate geographic adjustment factor (GAF). For the Sault Ste. Marie Area, the GAF 0.85 meaning local funding is adjusted downward by 15% benchmark allocations.

Cost-based Funding Components:

Program Staffing

Gross salaries and wages, vacation pay, sick pay, compassionate pay, overtime, and statutory holiday pay for staff involved in the childcare service system and support staff. This includes mandatory employer contributions and premiums, workforce compensation, employer health tax, and provincial workforce funding.

Supervisor

Pay and benefits of supervisors working in eligible centres that incorporate mandatory employer contributions and premiums, workforce compensation, employer health tax, and provincial workforce funding.

Accommodation

Benchmarks based on whether the eligible centre is located in a publicly funded school setting or a community setting. Costs include rent, mortgage payments, property taxes, maintenance and minor repairs, and other related costs such as furniture and equipment.

Operations (variable and fixed)

All other operating costs, including pay and benefits of non-program staff (cooks), food, overhead costs, program equipment and supplies, office expenses, utilities, cleaning, insurance, and other (training, advertising, transportation, IT equipment)

Legacy Top-up

If Legacy centres/agencies have structures (based on the 2023 calendar year) that exceed their individual benchmark allocations for the calendar year, the legacy top-up is added to their allocation in order to avoid legacy centres from having to significantly change their operating models due to the implementation of cost-based funding. This only applies to 2025 and becomes part of the rolling top-up after 2025.

Growth Top-up

New centres or agencies that expand with new licensed spaces/active homes are not eligible for legacy top up, though they are eligible for the growth top-up which is to

recognize typical costs that may vary within economic regions and encourages growth. The growth multiplier for the Sault Ste. Marie area is 12%.

Allocation In Lieu of Profit/Surplus

CMSMs/DSSABs must provide an allocation in Lieu of Profit/Surplus, which recognizes the opportunity cost and the risk of operating a business and allows for reinvesting in childcare.

This allocation consists of:

- Base rate amount of 4.25% applied to the sum of the benchmark allocation and top-up allocation.
- A premium rate amount of 3.5% applied only to the benchmark allocation.
- A flat amount of \$6,000 for each calendar year for the eligible centre/agency.

Cost of Child Care to Parents/Caregivers

The maximum amount that a parent/caregiver will pay in 2025 for children 0 to 5 years of age is \$22.00 per day, not including non-base rates that a parent may be charged (i.e., late pickup fees etc.).

Local Priorities

As part of the new childcare funding approach, starting in 2025, CMSMs/DSSABs will receive local priorities allocations to support CWELCC-enrolled centres/agencies serving children 6 to 12 years of age.

Local Priorities include:

- General Operating Expense (in respect of children aged 6 to 12).
- Wage Enhancement Grant (WEG)/Home Child Care Enhancement Grant (HCCEG) and Workforce Compensation (in respect of children aged 6 to 12).
- Professional Learning (in respect of children aged 0 to 12).
- Fee subsidies (in respect of children aged 0 to 12).
- Special needs resourcing (in respect of children aged 0 to 12).
- Capacity building (in respect of children aged 0 to 12); and

RE: 2025 Cost Based Funding Model

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- Claims-based funding: Small Water Works and Territory without Municipal Organization (in respect of children aged 0 to 12).

It is important to note that most local priorities funding will now only be directly accessible to childcare centres/agencies enrolled in CWELCC or exclusively serving children aged 6 to 12 (includes “grandparenting” of fee subsidies).

STRATEGIC PLAN IMPACT

The new childcare funding approach aligns with the Corporate Strategic plan on all three pillars ensuring organizational excellence, high quality person focused services and strengthening partnerships that enhance community well-being.

FINANCIAL IMPLICATIONS

The cost-based funding model relies on benchmarks developed by the Ministry of Education to balance simplicity with representativeness. Statistical techniques are used to convert clear, standard data metrics into cost drivers that reflect the typical costs incurred in delivering childcare in Ontario. The cost-based funding allocations establish the maximum amounts that can be claimed for eligible costs by eligible centres/agencies. These amounts are calculated and provided to childcare operators through monthly cash flow payments.

CMSMs/DSSABs must continue to meet their full municipal cost-share obligations. The cost-share obligations for 2025 remain the same as those for 2024.

CONCLUSION

CWELCC enrolled childcare operators will receive cost-based funding for centres/agencies serving children 0 to 5 years of age and local priorities funding for centres/agencies serving children 0 to 12 years of age. The DSSAB will continue to support childcare operators through the transition of the CWELCC cost-based funding approach to support ongoing participation, encourage space creation, and provide quality and affordable childcare to parents/caregivers in our community.

Respectfully submitted,

Approved by:

Louie Bruni

Mike Nadeau
Chief Executive Officer



District of Sault Ste. Marie Social Services Administration Board
Conseil d'administration des services sociaux de Sault Ste. Marie
Zhawenimi-Anokiitaagewin

DSSMSSAB BOARD REPORT

AUTHOR: Louie Bruni

DATE: February 20, 2025

RE: Homelessness Report – Municipalities Under Pressure

RECOMMENDATION

BE IT RESOLVED THAT the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the Homelessness Report – Municipalities Under Pressure as information.

BACKGROUND INFORMATION

A groundbreaking report on the impact of homelessness on municipalities was released in January 2025 through a collaboration between the Association of Municipalities (AMO), the Northern Ontario Service Deliverers Association (NOSDA), and the Ontario Municipal Social Services Association (OMSSA). The report, titled “Municipalities Under Pressure: The Human and Financial Cost of Ontario’s Homelessness Crisis “, was authored by HelpSeeker and quantifies both the current and projected impact of homelessness on Municipalities across Ontario. It also outlines the financial investments needed to achieve functional zero chronic homelessness by 2035.

Functional zero is defined as a state where homelessness is rare, brief, and non-recurring. Achieving functional zero means that the number of people experiencing homelessness at any time does not exceed the community’s capacity to ensure they are quickly rehoused.

HelpSeeker Technologies is a Canadian social innovation company dedicated on designing and implementing data driven tools and services that empower communities, nonprofits, and government agencies.

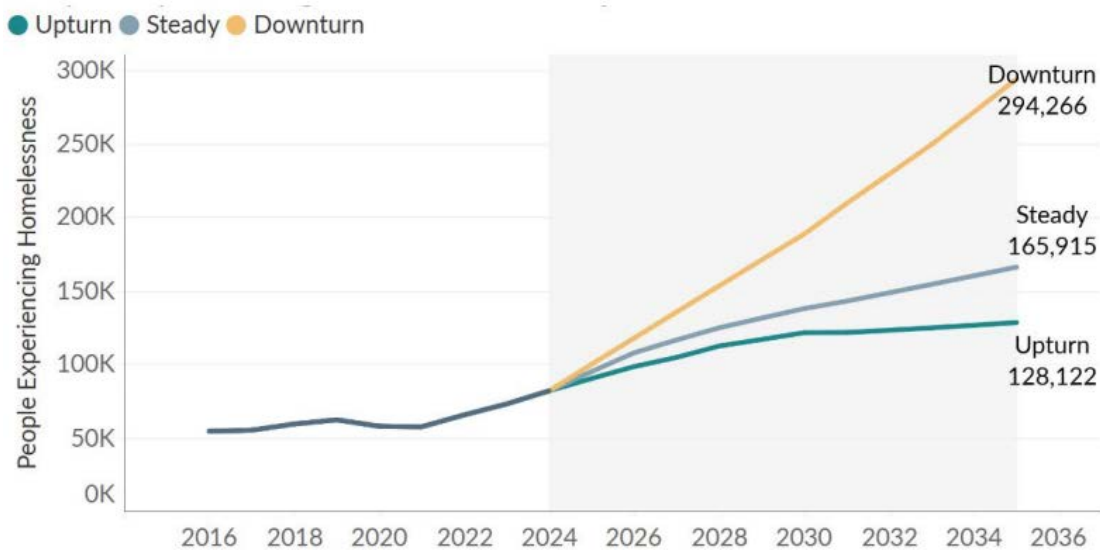
For the first time, all Service Managers across the province contributed data to support the creation of the report. In 2024, all 47 service managers submitted chronic homelessness data for the report, demonstrating a high level of collaboration among service managers in completing this review.

SUMMARY/OVERVIEW

The report illustrates a stark outlook for homelessness trends in Ontario. HelpSeeker utilized three economic scenarios to project homelessness rates in the province by 2035. The three economic scenarios include an economic upturn, steady economy and an economic downturn.

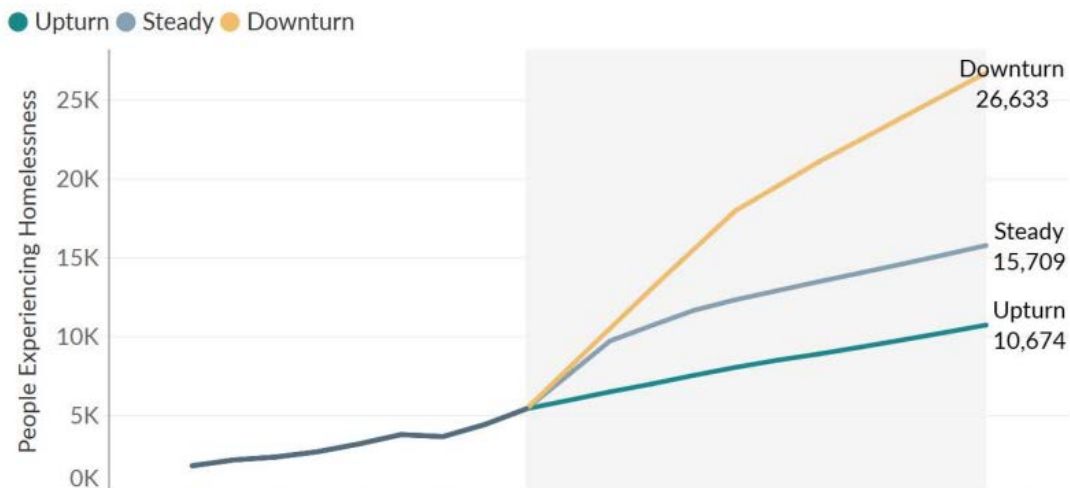
In 2024, the estimated number of individuals experiencing homelessness in Ontario is 81,515. Based on the three scenarios, the model estimates that individuals experiencing homelessness could range from 128,122 to 294,266 by 2035.

Figure 31: Projections of People Experiencing Homelessness Under Different Scenarios, Ontario, 2016–2035



The same projection models were utilized to demonstrate homelessness projections in Northern Ontario. In 2024, the estimated number of individuals experiencing homelessness in Northern Ontario is 5,377. Based on the three economic scenarios, the model estimates that individuals experiencing homelessness could range from 10,674 to 26,633 by 2035.

Figure 32: Projections of Number of People Experiencing Homelessness in Northern Ontario Under Different Scenarios, 2016–2035



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These projected increases in Ontario are staggering. The report goes on to quantify the financial investment scenario for Ontario to achieve functional zero chronic homelessness. The investment scenario requires \$11 billion over 10 years with \$7.7 billion in one-time capital investment, and \$3.3 billion (\$329 million annually) in operating funding.

The report also identifies a targeted investment of \$2 billion to address the pressing issue of encampments. Recognizing the unique challenges of Northern Ontario, the report recommends allocating up to 20 per cent of these investments to address regional capacity gaps, infrastructure deficits, and the disproportionate impact on Indigenous populations.

Financial investments to create new affordable and supportive housing across the province are a critical step towards addressing homelessness. Investments should be made strategically to ensure integration across multiple systems including health, justice, immigration settlement, education, and poverty reduction/financial support. “Housing and homelessness responses depend on these complementary systems to create pathways for long-term stability and reduce the inflow into homelessness.” (Municipalities Under Pressure: The Human and Financial Cost of Ontario’s Homelessness Crisis).

STRATEGIC PLAN IMPACT

This initiative aligns with the Strategic plan on all three pillars ensuring organizational excellence, and high-quality person focused services.

FINANCIAL IMPLICATIONS

There are no financial requests from the Board in this report. The report is for information purposes to demonstrate the potential investment requirements from various levels of government to achieve functional zero in Ontario.

CONCLUSION

The projected homelessness increases over the next 10 years in Ontario are significant under each economic scenario. In the current state, the system is not prepared to support the number of individuals that are projected to become homeless by 2035.

Locally, homelessness has surged, as highlighted in the PIT Count Report presented to the Board in November of 2024. Without additional investment from the federal and provincial governments, Municipalities will face financial pressures as they contend with the growing local impact of homelessness.

Respectfully submitted,



Louie Bruni
Chief Operating 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: Louie Bruni

DATE: February 20, 2025

RE: Homelessness Prevention Program 2025/26 Investment Plan and 2024/25
Funding Reallocation

RECOMMENDATION

BE IT RESOLVED THAT the DSSMSSAB reallocate the remaining 2024/25 Homelessness Prevention Program operational funding as follows:

1. \$100,000 towards security to support both emergency shelters with staffing of the overflow warming stations.
2. \$160,000 towards for the Housing Stability Bank.

BACKGROUND INFORMATION

In June of 2024, the DSSMSSAB approved the 2024/25 HPP Investment Plan, which included a one-time capital investment of \$852,068. The capital plan allocated \$598,925 to construct five (5) additional bridge units at 721 Wellington Street and \$253,142 for the 4-plex at 61/66 Wellington Street. With the emergency shelter and the existing 22 bridge units already in operation at 721 Wellington, it was determined that the additional bridge units might require extra operational capacity that was not available at the time, and therefore, the units were not completed. A business case was submitted to the Province of Ontario to reallocate \$658,925 from capital to operating.

The Board has already approved \$100,000 of the \$658,925 to be reallocated to the City of Sault Ste. Marie for the Downtown Ambassador Program (DAP).

SUMMARY/OVERVIEW

Staff is recommending the following be approved for reallocation from the remaining balance of \$558,925 (\$100,000 has already been approved for the DAP):

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- **\$100,000 for Warming Centre Security** - Sault Ste. Marie currently lacks a stand alone dedicated warming centre, as both emergency shelters (Community Resource Building and Pauline's Place) in Sault Ste. Marie serve as the warming centres from November 1, 2024, to March 31, 2025. The staff resources currently in place at both emergency shelters are having challenges to safely accommodate the number of individuals who may access the warming station. Both emergency shelters are at or near capacity daily, and the number of people accessing the warming centre varies from day to day.
- **\$160,000 for The Housing Stability Bank (HSB)** - The Housing Stability Bank provides financial assistance to eligible applicants for rental and utility arrears, as well as assistance with the first and last month's rent. Ontario Works delivers the HSB and case management services to those accessing the bank to ensure that other financial resources such as discretionary funds or emergency funds are considered. From April 1, 2024 – October 2024, approximately 209 households have been assisted through the Housing Stability Bank, with an average request of approximately \$1,100 for rental and utility arrears. The additional \$160,000 will support approximately **160 Households** with rental/utility arrears as well as first and last month's rent.

STRATEGIC PLAN IMPACT

The Homelessness Prevention Program aligns with the pillar of Service Delivery and Community Partnerships.

FINANCIAL IMPLICATIONS

There are no net municipal financial implications since the Homelessness Prevention Program funding is 100% provincial funding.

CONCLUSION

With investments approved for additional warming centre security, and HSB, the DSSMSSAB is left with a remaining total of \$298,925 for 2024/2025. Staff is also in the process of connecting with all HPP service providers to assess their expected year-end position as of March 31, 2025, in relation to HPP funding. Any potential surplus from the providers, along with the remaining \$298,925, will be brought to the Board at the March meeting with recommendations for approval.

Respectfully submitted,



Louie Bruni
Chief Operating Officer

Approved by:

Mike Nadeau
Chief Executive Officer



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 BOARD REPORT

AUTHOR: Louie Bruni

DATE: February 20, 2025

RE: Homelessness Prevention Program 2025/26 Investment Plan and 2024/25
Funding Reallocation

RECOMMENDATION

BE IT RESOLVED THAT the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the updated Homelessness Prevention Program Investment Plan for the period of April 1, 2025, to March 31, 2026, as outlined in the report below;

BACKGROUND INFORMATION

Staff present the HPP Investment Plan to the Board each year. In 2024, the DSSMSSAB worked with the City of Sault Ste. Marie to strategically incorporate the Housing and Homelessness Plan into the Community Safety and Wellbeing Plan, ensuring that homelessness could be addressed through a collaborative community approach. In late 2024, the City of Sault Ste. Marie issued the Request for Proposal for the Community Safety and Wellbeing Plan. This plan will play a key role in guiding some of the investments recommended to be made in the 2025/26 HPP Investment Plan.

SUMMARY/OVERVIEW

Staff anticipates that the Community Safety and Wellbeing Plan will inform 2025/26 HPP investments to ensure they support the overall plan. As such, it is recommended that the HPP Investment Plan be rolled over as outlined in the 2024/2025 table below. Contracts with services providers will be extended on a month-to-month basis until the Community Safety and Wellbeing Plan is completed to ensure continuity of services. We expect the plan to be completed in 2025 but cannot predict the exact date of completion.

2024-2025 HPP Proposed Budget		2024-25
EMERGENCY SHELTER SOLUTIONS		
	CMHA Emergency Shelter Cost (721 Wellington St E)	\$ 893,694.00
	Pauline's Place	\$ 525,000.00
		\$ 1,418,694.00
HOUSING ASSISTANCE		
	Housing Stability Bank	\$ 300,000.00
	Youth Portable Housing Benefit	\$ 100,000.00
		\$ 400,000.00
COMMUNITY OUTREACH AND SUPPORT SERVICES		
	Social Services Tenant Support Worker	\$ 95,000.00
	Temp Housing & Homelessness Coordinator (12 months)	\$ 100,000.00
	CMHA Housing Outreach Worker	\$ 37,500.00
	System Training and Development	\$ 70,000.00
	CRC/Drop-In Centre	\$ 25,000.00
	Harvest Algoma Meal Preparation Services - UW & SSMIC	\$ 116,000.00
	Indigenous Supports - Niiganiin	\$ 550,000.00
	Social Services- Indigenous Community TSW	\$ 95,000.00
		\$ 1,088,500.00
OPERATING SUPPORTIVE HOUSING		
	Pauline's Place - bridge supports	\$ 50,000.00
	101 Chapple Avenue - John Howard Society	\$ 135,000.00
	Phoenix Rising - bridge supports @Paulines Place	\$ 80,000.00
	136 Pilgrim - CMHA supports	\$ 54,000.00
	721 Wellington Street - CMHA	\$ 768,923.00
		\$ 1,087,923.00
CAPITAL SUPPORTIVE HOUSING		
	61/65 Wellington St. E - construction of four- plex	\$ 253,142.60
	721 Wellington Street - additional 5 bridge units	\$ 598,925.40
		\$ 852,068.00
ADMINISTRATION COSTS		
	Administration Costs	\$ 255,115.00
		\$ 255,115.00
Total		\$ 5,102,300.00

STRATEGIC PLAN IMPACT

The Homelessness Prevention Program aligns with the pillar of Service Delivery and Community Partnerships.

FINANCIAL IMPLICATIONS

There are no net municipal financial implications since the Homelessness Prevention Program funding is 100% provincial funding.

RE: Homelessness Prevention Program 2025/26 Investment Plan and 2024/25
Funding Reallocation

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DATE: February 20, 2025

CONCLUSION

The rollover of the HPP Investment Plan will allow staff time to work with The City to complete the Housing and Homelessness Plan section of Community Safety and Wellbeing Plan. We do anticipate that HPP investments will be required to support pieces of the plan and this will ensure funding commitments can be changed if needed.

Respectfully submitted,

Approved by:



Louie Bruni
Chief Operating Officer

Mike Nadeau
Chief Executive Officer



District of Sault Ste. Marie Social Services Administration Board
Conseil d'administration des services sociaux de Sault Ste. Marie
Zhawenimi-Anokiitaagewin

DSSMSSAB BOARD REPORT

AUTHOR: Louie Bruni

DATE: February 20, 2025

RE: Portable Housing Benefit- Proposed Market Rent Increase

RECOMMENDATION

BE IT RESOLVED THAT the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the increase to the maximum market rent funding for the Portable Housing Benefit (PHB) from \$950 to \$1050 per month for a one bedroom unit, and from \$1050 to \$1150 per month for a two bedroom unit in order to fund clients to appropriate market rent levels.

BACKGROUND INFORMATION

The Portable Housing Benefit (PHB) was launched in 2018 as a result of legislative changes made by the Ministry of Housing. A PHB allows a household to rent a unit in the private sector within the DSSMSSAB region and subsidizes the difference between the market rent and the tenant's portion. Each PHB counts towards 1 of our 1,869 Service Level Standard subsidized unit requirements.

The PHB program differs from the Rent Supplement Program which subsidizes landlords for units versus a PHB which is provided to an individual to find a place to live. A household receives on average \$285 per month under the PHB program versus \$541 under the Rent Supplement Program. As we decrease the number of Rent Supplement units, we replace them with a new PHB to allow the tenant choice in their living area and situation.

The PHB is currently funded to a maximum rent of \$950 for a 1 bedroom and \$1050 for a 2 Bedroom and was last increased July 1st, 2023 from \$875 and \$975 respectively.

SUMMARY/OVERVIEW

PHB units were developed to allow clients from the Centralized Waitlist to receive subsidized assistance while residing in the private sector. The subsidy is portable and allows the client to move within the DSSMSSAB region at any time provided they continue to rent a defined rental unit and have no rental arrears.

RE: Portable Housing Benefit- Proposed Market Rent Increase

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As of December 31, 2024, the PHB program has 336 clients, and is now our most popular choice of waitlist selections.

Allowing the client the option to live where they choose as opposed to assigning them a unit within our portfolio has dramatically opened options for clients to reside where they choose. The request for an increase to the maximum market rents by up to \$100 per month is necessary simply because tenants are having a difficult time finding suitable accommodations in the current rental market. The increase should allow more movement by current clients who wish to transfer their subsidy elsewhere, and for waitlist clients who need to find a permanent residence in the private sector.

The rate of \$1050 per month for a 1-bedroom unit and \$1150 per month for a 2-bedroom is in line with the Board approved rental rates for market rental buildings owned by the DSSMSSAB.

STRATEGIC PLAN IMPACT

The PHB rent increases impacts the strategic area of Service Excellence.

FINANCIAL IMPLICATIONS

The PHB program increase is estimated to cost \$80,000 for 2025 based on all 336 current clients. The Rent Supplement program is projecting a surplus of \$100,000 for the same period which will can offset the estimated \$80,000 PHB increase. Management will review the anticipated rent supplement cost saving and will identify areas of strategic investments in 2025 for any of the surplus.

CONCLUSION.

Affordable housing options are important within our Social Housing Portfolio and offering appropriate funding levels to individual households in order to maintain their current housing or find suitable accommodations is necessary. It is important to continue to monitor market rent values in order to ensure clients can maintain housing.

Respectfully submitted,

Approved by:

Louie Bruni

Mike Nadeau



District of Sault Ste. Marie Social Services Administration Board
Conseil d'administration des services sociaux de Sault Ste. Marie
Zhawenimi-Anokiitaagewin

DSSMSSAB BOARD REPORT

AUTHOR: Louie Bruni

DATE: February 20, 2025

RE: Reaching Home – Funding Increase 2024-2028

RECOMMENDATION

BE IT RESOLVED THAT the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the increase to the Reaching Home budget for fiscal 2024-25 as presented in this report.

BACKGROUND INFORMATION

The DSSMSSAB has been the Community Entity and local contact manager for Reaching Home since inception.

Reaching Home - Canada's Homelessness Strategy is a community-based program aimed at *preventing and reducing homelessness across Canada*. Reaching Home supports the goals of the [National Housing Strategy](#), in particular, to support the most vulnerable Canadians in maintaining safe, stable and affordable housing and to *reduce chronic homelessness nationally by 50% by fiscal year 2027 to 2028*.

SUMMARY/OVERVIEW

In February of 2024, a report was presented to the Board regarding a 58% funding reduction to the Reaching Home Program expected for fiscal year 2026/27. Staff recognized the significance of this funding reduction as it would directly impact the ability to continue funding many positions as part of the local homelessness system. There was a significant amount of advocacy across service managers asking the Federal Government to reconsider this decision.

In November of 2024, the DSSMSSAB was advised that the Reaching Home allocation would be increased over the term of the program. The funding increase is as follows:

2024-2025: \$144,607
2025-2026: \$144,607
2026-2027: \$602,084
2027-2028: \$602,084

The Chart below summarizes the totals for the Reaching Home Program 2024-2028

Fiscal Year	Original Funding	Funding Increase	TOTAL
2024/2025	\$740,992	\$144,607	\$885,599
2025/2026	\$740,992	\$144,607	\$885,599
2026/2027	\$311,485	\$602,084	\$913,569
2027/2028	\$311,485	\$602,084	\$913,569
TOTAL	\$2,104,954	\$1,493,382	\$3,598,336

Staff is only recommending the allocation of the 2024/25 funding increase to ensure it can be utilized by the end of the fiscal year (March 31, 2025). We anticipate that the call for proposals for the City’s Community Safety and Well Being Plan in which the Homelessness Strategy will be included could impact funding decisions going forward for Reaching Home. We will await the final report outlining the Homelessness Strategy and return to the Board with a recommendation for the increased Reaching Home funding allocation for fiscals 2025-2028.

Below is the Reaching Home budget approved by the Board in February 2024, and the proposed Reaching Home budget update to allocate the \$144,607 increase for the current fiscal year. The planned 2024/25 reallocation was presented to the CAB with no concerns identified by members.

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
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Funded Position	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	4 YR TOTALS
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			\$151,500.00
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	\$195,075.00	\$159,181.20	\$733,006.20
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	\$83,000.00	\$84,660.00	\$86,353.20			\$171,013.20

under our Urgent Homeless category						
Incremental Funding Additional funding for the development and implementation of Coordinated access and the by-Name List	\$56,680.00					
Funded Position	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	4 YR TOTALS
Administration	\$46,024.00	\$47,212.00	\$32,618.90	\$2,172.55	\$35,781.60	\$117,785.05
Winter top- up	\$201,618					
TOTAL RECEIVED	\$981,254	\$740,992.00	\$740,992.00	\$311,485.00	\$311,485.00	\$2,104,954.00

The updated budget includes additional funding for training, eviction prevention for Social Housing Providers, and administration top up.

Training (\$39,693.15):

Additional funds in this category will assist with ongoing training for the Housing and Homelessness System. Funding is also utilized for our ongoing involvement with Built for Zero Canada.

Eviction Prevention Funding (\$35,000):

This funding will be made available to all Social Housing Providers (including SSMHC, Non-Profits and Coops – total 13 Providers) to prevent eviction due to unit condition. This would be one-time funding to assist Providers who may have served the initial notice of eviction, and performing the cleaning and/or repairs, will salvage the tenancy.

The funds will only be used for eviction prevention purposes and can not be utilized to cover costs of damages upon move-out or eviction. This funding is not meant to absolve the tenants/members of their responsibility but rather an opportunity for the Housing Provider to work with the tenant to access the funds along with a commitment to maintain the unit in good repair ie. referral for additional support and/or repayment agreement for part of the damages.

Administration (\$69,913.85):

Under Reaching Home, the DSSMSSAB is entitled to 15% of the total funding allotted for that fiscal year. Please note it is not our intention to utilize the total funding in administration, but can be a placeholder for the funds until we have the opportunity to review the recommendations outlined in the City’s final Community Safety and Well Being Plan.

STRATEGIC PLAN IMPACT

The Reaching Home Funding aligns with the pillar of Service Delivery and Community Partnerships.

FINANCIAL IMPLICATIONS

There are no financial implications since Reaching Home is 100% federally funded

CONCLUSION.

This additional funding announcement was great news. This will allow us to continue to provide the level of homelessness supports to those most in need and also provide some financial support to Social Housing Providers.

Respectfully submitted,

Louie Bruni
Chief Operating Officer