



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, April 17, 2025
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 #25-044

Moved By: S. Spina
Seconded By: M. Bruni

- 3.1 “**BE IT RESOLVED THAT** the **Agenda for March 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 #25-045

Moved By: R. Zagordo
Seconded By: S. Spina

- 5.1 “**BE IT RESOLVED THAT** the **Minutes** from the District of Sault Ste. Marie Social Services Administration Board Meeting dated **March 20, 2025** be adopted as recorded”.

PRESENTATIONS

Riley Barsanti- A high-level summary of recent and upcoming communications initiatives, strategies, and outcomes to support organizational goals.

Louie Bruni-Downtown Hub update

6. MANAGER'S REPORTS

PARAMEDIC SERVICES

Resolution #25-046

Moved By: L Vezeau-Allen

Seconded By: S. Spina

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 #25-047

Moved By: S. Spina

Seconded By: M. Bruni

6.2 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the 2024 Response Time Performance Results as information.

ADMINISTRATIVE

Resolution #25-048

Moved By: M. Bruni

Seconded By: L. Vezeau-Allen

6.3 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve up to \$30,000 from the 2024/25 Homelessness Prevention Program (HPP) administration funding to the Canadian Mental Health association of Algoma (CMHA) to support a Project Manager to manage and implement the HART Hub plan.

CORPORATE SERVICES

Resolution #25-049

Moved By: L. Vezeau-Allen

Seconded By: R. Zagordo

6.4 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the updated Procurement Policy as recommended by the Finance Committee.”

OPERATIONS

Resolution #25-050

Moved By: S. Spina

Seconded By: M. Bruni

6.5 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept up to \$65,000 from the Sault Ste. Marie Housing Corporation (SSMHC) to bridge staff wages for up two (2) months for the Affordable Homeownership Program (AHOP).”

Resolution #25-051

Moved By: S. Spina

Seconded By: R. Zagordo

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

Resolution #25-052

Moved By: L. Vezeau-Allen

Seconded By: M. Bruni

7.2 “**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 #25-053

Moved By: S. Spina

Seconded By: L. Vezeau-Allen

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



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

DSSAB MEETING Minutes

Thursday, March 20, 2025 at 4:00PM
548 Albert St. E., Sault Ste. Marie

Present: Angela Caputo (Acting Chair) Mike Nadeau Joanne Pearson
Sonny Spina Dave Petersson Pam Patteri
Lisa Vezeau-Allen Louie Bruni Tanya Ritter
Melanie Mageran (Virtual) Kim Mitchell Riley Barsanti
Ron Zagordo (Virtual) Katie Kirkham Crystal Wells
Marchy Bruni Antonio Borrelli

1. **CALL TO ORDER-4:29 pm**

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 #25-032

Moved By: M. Mageran

Seconded By: S. Spina

CARRIED

- 3.1 **“BE IT RESOLVED THAT the Agenda for March 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 #25-033

Moved By: M. Bruni

Seconded By: S. Spina
CARRIED

5.1 “**BE IT RESOLVED THAT** the Minutes from the District of Sault Ste. Marie Social Services Administration Board Meeting dated **February 20, 2025** be adopted as recorded”.

PRESENTATION

Human Resource Strategy Update-Kim Mitchell Director of Human Resources

6. MANAGER’S REPORTS

PARAMEDIC SERVICES

Resolution #25-034

Moved By: L Vezeau-Allen

Seconded By: M. Mageran

CARRIED

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 #25-035

Moved By: S. Spina

Seconded By: L. Vezeau-Allen

CARRIED

6.2 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Board (DSSMSSAB) approve the purchase of a Community Paramedic Clinic and Street Outreach Vehicle for a total cost of \$119,235.25, contingent upon final approval from the Ministry of Long-Term Care (MLTC).”

OPERATIONS

Resolution #25-031

Moved By: S. Spina

Seconded By: M. Bruni

CARRIED BY EVOTE February 27. 2025

6.3 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the 2024/2025 Encampment Response Initiative, for the period of January 1, 2025 to March 31, 2025, as identified below:

1. CMHA in the amount of \$168,000-Expand shelter bed capacity from 22 to 27 (including use of additional security)
2. Pauline’s Place in the amount of \$47,535- Expand shelter bed capacity from 30 to 33
3. SOYA in the amount of \$20,000- Conduct outreach and provide services and supplies to people not using shelter
4. SSMHC in the amount of \$11,215- Conduct outreach and provide services and supplies to the homeless population
5. \$10,250 – utilized by management to ensure any dismantled or existing encampment spaces are restored.”

Resolution #25-036

Moved By: M. Mageran

Seconded By: M. Bruni

CARRIED

6.4 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board accepts this Employment Service Transformation report as information.”

Resolution #25-037

Moved By: R. Zagordo

Seconded By: S. Spina

CARRIED

6.5 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board enter into a contract with Mamaweswen, The North Shore Tribal Council, for a term of up to one year, with an annual amount of \$550,000 for 2025/2026 homeless prevention services.”

Resolution #25-038

Moved By: S. Spina

Seconded By: L. Vezeau-Allen

CARRIED

6.6 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the reallocation of \$15,714 from the

John Howard Society to Reaching Home Administration for fiscal year 2024-25, as outlined in this report.”

Resolution #25-039

Moved By: M. Bruni

Seconded By: S. Spina

CARRIED

- 6.7 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the budget outlined in this report for the Homemakers and Nursing Services Program for the period of April 1, 2025 to March 31, 2026.”

Resolution #25-040

Moved By: M. Mageran

Seconded By: R. Zagordo

CARRIED

- 6.8 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board reallocate the remaining 2024/25 Homelessness Prevention Program (HPP) operational funding as follows:

1. \$151,465.29 to CMHA for additional expenses within the emergency shelter system.
2. \$44,000 to CMHA for required operational items in the Supportive Housing Units. \$20,000 to The John Howard Society for required operational items in the Supportive Housing Units

Resolution #25-041

Moved By: L. Vezeau-Allen

Seconded By: M. Bruni

CARRIED

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

Resolution #25-042

Moved By: S. Spina

Seconded By: L. Vezeau-Allen

CARRIED

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

8. CORRESPONDENCE

2025 NOSDA Membership and Executive

Encampment Response Initiative Letter

DBCM Customer Letter

9. NEW BUSINESS

10. ADJOURNMENT

Resolution #25-043

Moved By: S. Spina

Seconded By: M. Bruni

CARRIED

- 10.1 **“BE IT RESOLVED THAT** we do now adjourn.” 6:30 pm



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: April 17th, 2025

RE: Monthly Offload Delay Report – March Update

RECOMMENDATION

Therefore, be it resolved that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the Paramedic Services Monthly Offload Delay Report for March 2025 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

	March 2024	March 2025
# of Patients to SAH	736 patients	1068 patients
Total pts over 30 minutes	322	295
Total offload hours for period	295 hours	135 hours
Average Offload Time per Day	9.5 hrs./day	4.35 hrs./ day

Despite a significant rise in patient transports to Sault Area Hospital (SAH), the number of patients experiencing offload delays greater than 30 minutes decreased by 9%, and total offload hours dropped from 295 to 135 hours. These improvements suggest increased system efficiency and more timely hospital offloads, resulting in enhanced ambulance availability and overall service performance.

STRATEGIC PLAN IMPACT

	# of Patients to SAH	Total Patients over 30 minutes	Total Offload Hours for the Month	Average Offload Time per Day
April, 2024	804 patients	192	366 hours	12.2 hrs/ day
May, 2024	1044 patients	398	341 hours	11 hrs/day
June, 2024	959 patients	248	228 hours	7.6 hrs/day
July, 2024	1060 patients	259	239 hours	7.8 hrs/day
August, 2024	1039 patients	249	246 hours	7.94 hrs/day
September, 2024	945 patients	205	191 hours	6.37 hrs/day
October, 2024	895 patients	227	213 hours	6.87 hrs/day
November, 2024	987 patients	228	234 hours	7.8 hrs/day
December, 2024	1160 patients	316	257 hours	8.3 hrs/ day
January, 2025	987 patients	112	89 hours	2.9 hrs/ day
February, 2025	970 patients	329	213 hours	7.6 hrs/ day
March, 2025	1068 patients	293	135 hours	4.35 hrs/day

This data continues to demonstrate a reduction in ambulance offload delays at SAH over the last 12 months. While the number of patients transported each month remains relatively consistent, the total offload hours and average daily offload time show 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.

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,

A handwritten signature in black ink, appearing to read 'Kate Kirkham', with a stylized flourish extending to the right.

Kate Kirkham
Chief, Paramedic Services



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: April 17th, 2025

RE: 2024 Response Time Performance Results

RECOMMENDATION

Therefore, be it resolved that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the 2024 Response Time Performance Results as information.

BACKGROUND INFORMATION

Each year, Ontario requires service operators to establish a performance plan regarding overall response times to 911 calls in the community. In the Ambulance Act of Ontario, Regulation 257/00, "response time" reflects the time between ambulance notification until its arrival on scene.

This Response Time Performance Plan (RTPP) targets paramedic service response times to 911 calls sequenced by acuity using the Canadian Triage and Acuity Scale (CTAS). The CTAS tool prioritizes patients based on their chief complaint on a scale from 1-5, with 1 being the highest severity and 5 being the lowest. The plan also includes the target response times to all Sudden Cardiac Arrest calls. The Ministry of Health (MOH) establishes expected response times for all Sudden Cardiac Arrests (6 minutes or less) and CTAS 1 (8 minutes or less). Paramedic Services set their desired response time targets for all other calls. The legislation further mandates that Paramedic Services not only establish a plan but also must ensure that the plan is continuously maintained, enforced and evaluated. A complete review of the previous year's performance, including the percentage of response times to Sudden Cardiac Arrests (SCA), CTAS 1, 2, 3, 4, and 5, must be submitted to the MOH no later than March 31st of each year.

SUMMARY/OVERVIEW

We submitted our 2024 RTPP to the Ministry of Health (MOH) in October 2023. The goals remain the same as those set in 2018, following the recommendation of APEXPRO consulting Incorporated. By maintaining these consistent targets, we can effectively compare performance over the years, rather than adjusting the targets annually.

The table below presents our established response time targets for each CTAS level, along with the corresponding performance benchmarks we strive to meet. It also provides

a summary of our actual response time performance, highlighting how often each target was achieved over the reporting period.

Type of Call by CTAS level	Target: Arrival on scene	Goal: Percent of calls meeting target	2024	2023	2022
Sudden Cardiac Arrest	6 minutes	60%	53.21%	55.95%	55.32%
1 Resuscitation	8 minutes	75%	73.27%	76.33%	68.97%
2 Emergent	10 minutes	80%	85.23%	84.66%	84.77%
3 Urgent	15 minutes	80%	94.47%	94.91%	94.95%
4 Less Urgent	20 minutes	80%	97.08%	97.85%	99.53%
5 Non Urgent	30 minutes	80%	98.60%	99.43%	99.56%

In 2024, we met and exceeded our response time goals for CTAS 2 to CTAS 5 patients. We continue to be slightly below our response time goals for Sudden Cardiac Arrest (SCA) and our CTAS level 1 patients.

Ambulance response times are influenced by factors such as ambulance availability and the proximity of units to each call. Given the extensive coverage area we have, meeting response time goals across the district remains a challenge. To address this, we continue to make operational adjustments aimed at optimizing response times through balanced emergency coverage. The DSSMSSAB has committed to several initiatives to improve response times, including the addition of a 12-hour shift later this year, as well as the expansion of an ambulance base in the east-end of the city. Furthermore, ongoing efforts to reduce offload delays will help ensure that ambulances are quickly returned to service, increasing their availability for community responses.

In 2024, paramedic services responded to 23,336 calls, marking a 7.73% increase from the previous year. This rise in call volume puts additional strain on available resources. We continue optimizing ambulance deployment and coverage in high-demand areas. Additionally, the Community Paramedicine (CP) program helps prevent emergencies by providing proactive care, managing chronic conditions, and reducing hospital admissions. These approaches help alleviate pressures on emergency services, improving overall response time performance.

STRATEGIC PLAN IMPACT

Evaluating our past performance metrics allows us to assess our annual results and make informed plans. This process helps identify areas for improvement, ensuring we can provide more efficient and safer emergency responses. By aligning with the service delivery pillar, we strengthen the paramedic service's ability to meet the community's needs, improve response effectiveness, and uphold our commitment to public safety.

FINANCIAL IMPLICATIONS

The are no financial implications associated with this report.

CONCLUSION

By continuously evaluating performance metrics and aligning strategies with key service delivery goals, we enhance our ability to provide timely, efficient, and safe emergency responses. These efforts will improve operational effectiveness and will meet the evolving needs of the community.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Kate Kirkham", with a large, sweeping flourish extending to the right.

Kate Kirkham
Chief, Paramedic Services



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: Mike Nadeau

DATE: April 17th, 2025

RE: HART Hub Support for CMHA

RECOMMENDATION

Therefore, be it resolved that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve up to \$30,000 from the 2024/25 Homelessness Prevention Program (HPP) administration funding to the Canadian Mental Health Association of Algoma (CMHA) to support a Project Manager to manage and implement the HART Hub plan.

BACKGROUND INFORMATION

The District of Sault Ste. Marie is facing a severe crisis of addiction and mental health challenges, with prolonged opioid abuse and co-occurring conditions driving up rates of homelessness, hospitalizations, and opioid-related deaths. The situation is exacerbated by inadequate access to care, long wait times, and a shortage of healthcare providers. High-acuity individuals, particularly those without stable housing, are struggling to receive consistent medical and psychiatric care, leading to rising chronic homelessness. Indigenous peoples are disproportionately affected, highlighting the need for dedicated, culturally specific services. Despite outreach, harm reduction efforts, dedicated housing support teams, and partnerships with community agencies, the demand for services, navigation assistance, and permanent supportive housing far exceeds our current capacity.

In October 2024, in collaboration with 13 organizations collectively working on the frontlines of the toxic drug crisis and support from the Municipality of Sault Ste. Marie and neighboring First Nations, Canadian Mental Health Association Algoma (CMHA Algoma) submitted a jointly developed HART Hub proposal to Ontario Health for up to \$18.9M over 3 years to:

- Secure permanent staff and core service providers at our Community Resource Centre
- Expand supportive housing
- Establish clear service pathways
- Provide a streamlined, low barrier “one window” experience

- safe and accessible hub location
- co-located services
- connected to community services
- dedicated outreach teams

Also in October 2024, a core group of community MH&A partners came together to draft and submit a proposal to the Government of Canada for the Emergency Treatment Fund (ETF) led by the City of Sault Ste. Marie, in partnership with the Canadian Mental Health Association of Algoma for \$3.5M over 2 years to support a 24/7 community outreach and wellness response team, including a new vehicle (with the ability to transport community members) and a dedicated support space at the Community Resource Center.

On January 27, 2025, MPP Romano announced Sault Ste. Marie and Area was successful to two HART Hubs, led respectively by CMHA Algoma and Maamwesying North Shore Community Health Services.

In addition, on March 24th MP Sheehan recently announced that the ETF application has been approved.

SUMMARY/OVERVIEW

Dedicated Project Management support will be essential to supporting the successful collaborative implementation of the HART Hub and ETF projects. This support is expected to cost approximately \$60K over 6 months and will be paired with leader support from CMHA Algoma (estimated cost of \$40K) with an aim to fully realize our vision of community wellness and equitable service delivery by:

- Enhancing our existing service model at the Community Resource Centre (CRC)
- Enhancing our Community Wellness Bus (CWB)
- Building upon the Downtown Ambassador Program (DAP) to create a dedicated 24/7 community outreach and wellness response team in the Sault Ste. Marie District
- Reallocate operational resources to expand supportive housing
- Establish a collaborative governance model with our Indigenous partners to ensure Indigenous community members receive the right care, at the right time, in the right place

CMHA Algoma is seeking DSSAB support in the amount of up to \$30K towards dedicated project management support to ensure the greatest possible impact with these investments.

STRATEGIC PLAN IMPACT

This support aligns with the pillar of Service Delivery and Community Partnerships.

FINANCIAL IMPLICATIONS

The request is for up to \$30,000 from the 2024/2025 HPP be allocated to fund the request.

CONCLUSION.

The HART Hub and ETF project are critical for the community and this project requires a dedicated project manager to develop and implement the plan. While the community has secured up to \$22.4M to operate the services, the DSSMSSAB will be required to meet the plans capital requirements; enhancement to shelter capacity, additional supportive housing and renovations at the Community resource Centre. Capital investments require multiple years planning and this investment will mitigate the DSSMSSAB's long term risk by strengthening the implementation of the projects.

Respectfully submitted,



Mike Nadeau
CEO



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: David Petersson

DATE: April 17, 2025

RE: Procurement Policy

RECOMMENDATION

BE IT RESOLVED THAT the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) and the Sault Ste. Marie Housing Corporation (SSMHC) approve the updated Procurement Policy as recommended by the Finance Committee.

BACKGROUND INFORMATION

The procurement policy is reviewed annually and updated as required. The current approved version of the policy is dated January 16, 2023. The Finance Committee did meet in 2024 to review suggested changes and updates. The Committee suggested some further changes, which we have incorporated. In addition, Kara Takagi from Kelly Santini LLP attended our offices in September 2024 for further training and education to the Housing and Corporate Services divisions of the DSSMSSAB and SSMHC. Updates to the Procurement Policy were also made from suggestions and knowledge gained from that training session.

SUMMARY/OVERVIEW

Key updates to the Procurement Policy include:

1. Increased Thresholds for Approvals
 - Approval limits revised to improve efficiencies while maintaining financial oversight.
 - Aligning approval limits and titles to the updated organizational structure.
 - Low-value procurement approvals now require only departmental authorization.
 - New language incorporating previously passed Board Resolutions where procurement exceptions exist.
 - Updated language around surplus and obsolete assets.
2. Vendor Selection and Evaluation
 - Enhanced due diligence processes for vendor selection to ensure compliance and financial stability.
 - Introduction of a performance evaluation framework for ongoing supplier assessments.
 - Added language on expression of interest, request for quotation, proposal and tenders and the submission review process.

DATE: April 17, 2025

- Updates to how some bid irregularities are dealt with.
 - New language around sourcing and procuring services and products locally to help sustain small businesses, reduce carbon emissions from transportation, and contribute directly to our local economy.
3. Transparency and Compliance
- Strengthened documentation requirements to improve auditability and compliance with legal standards.
 - Clearer conflict-of-interest language have been included.

The chart below highlights specific changes to the Procurement Policy:

Previous Policy	Revision
It is the policy of the DSSMSSAB to Purchase Goods, Services and Construction in an efficient and cost effective manner.	It is the policy of the DSSMSSAB to Purchase Goods, Services and Construction in an efficient and cost-effective manner. Where feasible and cost-effective, priority will be made to purchase local, provincial or Canadian made products and services.
Approval Authority: Managers/Supervisors up to \$5,000 Property Managers up to \$1,000	Approval Authority: Managers up to \$15,000 Supervisors up to \$10,000 Property Managers up to \$10,000 (purchasing authority only)
Competitive quotations required for services up to \$25,000.	Competitive quotations can now be obtained for services up to \$50,000. A newly implemented Procurement Request Form must be completed.

Additions

1. Board Resolutions that grant authority for the CEO and/or the Board Procurement Committee to make purchases outside of the \$100,000 threshold.
2. Purchasing authority of up to \$1,000 for unionized staff and up to \$5,000 for non-unionized staff, outside of those already specified in the policy.
3. All attempts should be made to source and procure services and products locally.
4. Addition of the Submission Review and Scoring process for all bid submissions.

STRATEGIC PLAN IMPACT

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

FINANCIAL IMPLICATIONS

There are no financial implications.

RE: Procurement Policy

Page 3

DATE: April 17, 2025

CONCLUSION.

The updated procurement policy implements effective controls and processes through the full procurement cycle while ensuring the DSSMSSAB and SSMHC are working in an open, accountable, and transparent manner.

Respectfully submitted,





David Petersson
Chief Financial Officer

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

Section: Corporate Services	Creation Date: January 19, 2023
Subject: Procurement Policy	Reviewed/Revised Date: April 17, 2025
Policy #: 5.07	Pages: 26

POLICY

This Procurement Policy (“**Policy**”) applies to all organizations and subsidiaries, including the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) and Sault Ste. Marie Housing Corporation (SSMHC) that are governed by the DSSMSSAB Board, and will herein after be referred to as the “Corporation”.

This Policy is to ensure that the Corporation obtains the best value for money when purchasing goods or contracting services.

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

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

DEFINITIONS

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

“**Approval Authority**” means the authority to assign purchasing authority and/or approve spending up to the designated amount for an employee’s job class in accordance with the Procurement Policy.

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

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

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

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

“Board” means the Board of Directors of The District of Sault Ste. Marie Social Services Administration Board.

“Budget” means the Board approved Department budget(s), including authorized revisions.

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

“Chief Financial Officer” or **“CFO”** means the head of financial operations, his or her designate or any successor position thereto.

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

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

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

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

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

“Designate” means a person authorized to act behalf of the respective position, for the purpose of this policy.

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

“Division” refers to the organizational units in the Corporation led by a member of senior management.

“Division Head” refers to the position title who has responsibility and authority over divisional program or budget areas.

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

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

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

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

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

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

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

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

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

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

PROCESS

It is the policy of the Corporation to:

1. Purchase Goods, Services and Construction in an efficient and cost-effective manner. Where feasible and cost-effective, priority will be made to purchase local, provincial or Canadian made products and services.
2. Consider the Total Acquisition Cost as opposed to only the lowest invoice price;
3. Eliminate redundant and low value-added activities throughout the procurement cycle;
4. Reduce risk and potential conflicts internally and externally;
5. Make procurement decisions defensible when facing public criticism, trade or legal challenges;
6. Establish inclusive, consistent processes related to selecting and working with suppliers that will enhance mutual trust and working relationships;
7. Maintain best and leading practices for its procurement procedures.

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

SEGREGATION OF DUTIES

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

The Corporation segregation of duties occurs as follows:

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

ROLES AND RESPONSIBILITIES

1. It is the responsibility of the DSSMSSAB Board to approve corporate policies and a Supply Chain Code of Ethics governing procurement.
2. Purchases of assets in excess of Approval Authority levels set out in Schedule A - Approval Authority and Procurement Method, and any use of funding reserves shall be supported by a formal Board resolution, regardless of Approval Authority limits.
3. Unless otherwise provided in accordance with the Procurement Policy, the CFO or designate shall:
 - a. Be responsible for providing all necessary advice required for purchases authorized by this policy;
 - b. Conduct training as required to teach the requirements of this policy and associated documentation to employees;
 - c. Review the effectiveness of this policy every five years, or more frequently as required. This review will include both legislative and best practices;
 - d. Establish purchasing procedures consistent with the purchasing principles set out in the policy relating to:
 - i. Maintaining appropriate internal controls to ensure accountable processes for purchasing;
 - ii. The form, content and use of forms, whether electronic or printed, including quotations, competitive procurement documents and other contract documents;
 - iii. The identification of Goods, Services and Construction which are more effectively acquired through cooperative purchasing;
 - iv. The process to be followed in issuing, receipt and evaluation of quotations, tenders and requests for proposals;
 - v. The recording and retention of documents;
 - vi. Any aspect of process or procedure not specifically provided for in this policy.

4. Requisitioning Division shall be responsible for:
 - a. Preparing all quotation, tender and/or request for proposal documents;
 - b. Managing the budget associated with the Goods, Services and/or Construction which is being procured;
 - c. Managing the Department's Contracts to ensure Goods, Services and/or Construction are recorded when received from the Corporation, complying with the Contract terms and conditions, and monitoring ongoing supplier performance in a form prescribed by the CFO or designate;
 - d. Monitoring all Contract expenditures and ensuring that all financial limitations have been complied with;
 - e. Standardizing the use of Goods and/or Services where such standardization supports the purpose and principle of this policy.
5. All acquisitions shall be in accordance with approved Department Budgets except where the DSSMSSAB Board, by resolution, determines otherwise.
6. Each staff member is accountable for the decisions and actions which they take pursuant to this policy and in the administration of Contracts, which have been awarded pursuant to this policy.

GENERAL INFORMATION

Delegation of Authority and Procurement Method

The Approval Authority and Procurement Method hereto attached as Schedule A outlines both the delegated authorities that may be authorized to commit the Corporation to any procurement and the method of procurement that must be taken at each approval limit. Prior to commencement, any procurement of Goods, Services or Construction must be approved in accordance with Schedule A.

Direct Negotiation

The Direct Negotiation hereto attached as Schedule B outlines the circumstances under which direct negotiation (i.e. sole sourcing or single sourcing) shall be authorized.

Excluded Goods and Services

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

Bid Irregularities

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

Procurement in Emergencies

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

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

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

Cooperative Purchasing

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

Contractual Agreement

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

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

Surplus and Obsolete Assets

The Division Head is responsible for recommending the disposal of surplus assets of residual value. For assets believed to be valued at greater than \$1,000, Board Approval is required before disposal. The CEO can authorize the disposal of all other assets.

Upon approval, the Division Head will arrange for disposal of all assets for which the Corporation no longer has use and may use any method for disposal in the Corporation's best interests, including without limitation, public auction, public tender, trade, or negotiated sale.

The Division Head who has the responsibility of declaring goods surplus or obsolete, or for sending items to a public auction cannot bid on or personally obtain any goods that have been declared as surplus.

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

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

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

Sale of Land & Buildings

On the recommendation of the Division Head, the sale of land and or buildings must receive CEO and Board approval.

Accessibility

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

PROHIBITIONS

The following shall be considered prohibited actions:

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

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

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

It is the Corporation's intention not to discriminate or exercise preferential treatment in awarding a Contract to a supplier as a result of a competitive procurement process. As such, the use of preferences is limited to the exceptions given in this policy.

3. The purchase of any Goods, Services or Construction for personal use by or on behalf of any Corporation employee, Board member or elected official, for purposes other than the bona fide requirements of the Corporation.

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

Discipline

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

Attachments

1. Supply Chain Code of Ethics

Schedules

1. Schedule A - Approval Authority and Procurement Method
2. Schedule B - Direct Negotiation
3. Schedule C - Excluded Goods and Services
4. Schedule D - Bid Irregularities
5. Schedule E – Expression of Interest, Request for Quotation, Proposal and Tender Process

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

Intent of Schedule

To ensure an ethical, professional and accountable procurement process.

Standards of Application

1. Personal Integrity and Professionalism

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

2. Accountability and Transparency

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

3. Compliance and Continuous Improvement

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

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

Intent of Schedule

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

Standards of Application

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

Step 1: Obtain Purchasing Authority

Table 1: Approval Authority outlines those who are authorized to approve and/or purchase.

Approval authority shall apply to all purchases that were approved as part of the annual budget process, and/or new projects or programs approved outside the annual budget process through a Board report. All purchases that are approved through the annual budget process must be accompanied by a Board approved resolution and/or CEO approval.

The CEO and/or the Board Procurement Committee may be granted authority to make purchases outside of the \$100,000 threshold, only where a Board approved resolution exists:

Board Resolution #	Approval Description
20-013	Per the Board Procurement Committee Terms of Reference, the Committee has the mandate to purchase available properties that: <ol style="list-style-type: none"> 1. Do not exceed a total purchase and estimated renovation price of \$500,000 (taxes, realtor fees and legal fees not included); 2. That, based on the information available to the Committee, will generate a net positive annual return on the investment of at least 7%, and; 3. Are located within the catchment area of the Corporation.
24-035	The CEO is authorized to purchase properties up to \$250,000 to be used for the Affordable Home Ownership Program (or similar) for the duration of the program's existence.

Table 1: Approval Authority

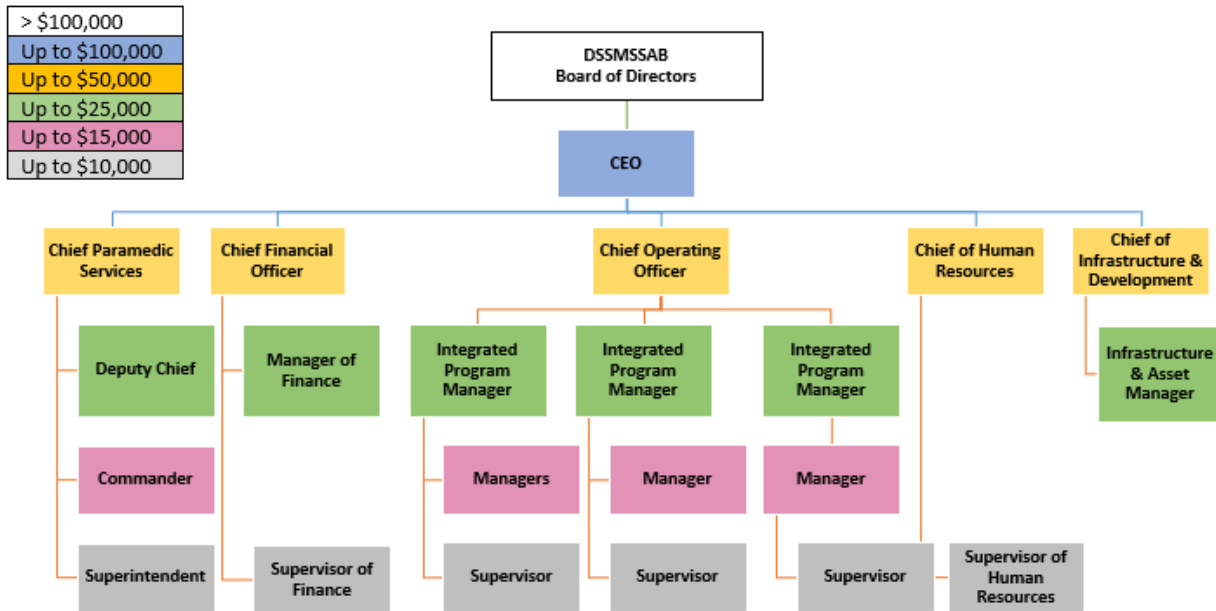


Table 1.1: Purchasing Authority

Purchasing Authority outlines purchasing limits for employees **after** they have been authorized to purchase or procure services.

Approved Purchasing Limit	Authorized Employee
Up to \$1,000	Unionized Staff (excluding those listed below)
Up to \$5,000	Non-Unionized Staff (excluding Management)
Up to \$10,000	Property Manager/Tenant Support Worker

Step 2. Method of Procurement

Method of Procurement for the Purchase of Goods, Services and Construction (Table 2), indicates the type of procurement method required at the total procurement amount. This does not apply to the current rotational contractor schedule, nor the utilization of corporate credit cards (Policy #5.05).

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

Purchase Value	Procurement Method
Up to \$5,000	Purchase may be carried out with proper approval authority.
> \$5,000 - \$50,000	Competitive Quotations are to be used to determine the lowest compliant cost for the services. Invitations for quotes must be made to no less than three (3) vendors. Form 5.07.1 Procurement Request Form must be completed.
> \$50,000 - \$100,000	One of the following methods must be used: <ul style="list-style-type: none"> - Expression of Interest - Request for Quotation, - Request for Proposal, or - Request for Tender Public advertising is not required.
> \$100,000	One of the following methods must be used: <ul style="list-style-type: none"> - Expression of Interest - Request for Quotation, - Request for Proposal, or - Request for Tender Public advertising is required. All expressions of interest, requests for quotations, proposals, and/or tenders, anticipated to be in excess of \$100,000, must have a Board member present during opening.

Local Sourcing

All attempts should be made to source and procure services and products locally. By sourcing products and services locally, we help sustain small businesses, reduce carbon emissions from transportation, and contribute directly to our local economy. The focus should be on identifying local suppliers and ensuring they meet the quality and cost requirements.

Purchase Value for Multi-Year Commitments

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

PROCUREMENT POLICY	CORPORATE SERVICES
	SCHEDULE B – DIRECT NEGOTIATION

Intent of Schedule

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

Standards of Application

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

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

Single Sourcing

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

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

Sole Sourcing

- a. The required Goods, Services and Construction can be supplied only by a particular supplier and no reasonable alternative or substitute exists by reason of one or more of the following:
 - i. Scarcity of supply in the market;
 - ii. A statutory or market based monopoly;
 - iii. Existence of exclusive rights held by any supplier (patent, copyright, license);
 - iv. The need for compatibility with Goods and Services previously acquired;
 - v. A need to avoid violating warranties and guarantees where service is required.
- b. The required Goods, Services and Construction will be additional to similar Goods and Services being supplied under an existing contract.
- c. Where there is an absence of competition for technical reasons and the Goods or Services can be supplied only by a particular supplier and no alternative or substitute exists.
- d. Where there have been no bids received.
- e. For the purchase of Goods on a commodity market.

- f. For work to be performed on or about a leased building or portions thereof that may be performed only by the lessor.
- g. For work to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work.
- h. For a Contract to be awarded to the winner of a design contest.
- i. For the procurement of a prototype of a first Good or Service to be developed in the course of and for a particular contract for research, experiment, study or original development, but not for any subsequent purchases.
- j. For the purchase of Goods under exceptionally advantageous circumstances such as bankruptcy or receivership but not for routine purchases.
- k. For the procurement of original works of art.

Ministry Directed Funds

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

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

Direct Negotiation Form

In instances where the competitive procurement methods as outlined in the Procurement Policy cannot be followed (in accordance with the circumstances listed above), Form 5.05.2 Direct Negotiation Form is to be completed by the requisitioning Department outlining the reasons for pursuing Direct Negotiation. This form must be reviewed and endorsed by the CFO and final approval will be in compliance with the Approval Authorities outlined in Schedule A - Approval Authority and Procurement Method. Any time Direct Negotiation is pursued, the requisitioning Department must negotiate to obtain the best value in the circumstances for the Corporation.

PROCUREMENT POLICY	CORPORATE SERVICES
	SCHEDULE C – EXCLUDED GOODS AND SERVICES

Intent of Schedule

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

Standards of Application

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

1. Training and Education including:
 - a. Conferences, conventions, workshops, courses and seminars
 - b. Newspaper or magazine subscriptions, periodicals
 - c. Memberships, association fees
2. Refundable Employee expenses including:
 - a. Meal allowance
 - b. Travel expenses & accommodations
3. Employer's general expenses including:
 - a. Payroll deduction remittances
 - b. Medical documentation/forms
 - c. Insurance premiums
 - d. Tax remittances
 - e. Refunds and overpayments
4. Licenses, certificates and other approvals required
5. Ongoing maintenance for existing computer hardware and software

6. Professional and Special Services including:
 - a. Special tax, accounting and audit services, and advice from Board approved auditor
 - b. Legal services on individual files
 - c. Legal services on individual files where the Board contracted solicitor is unavailable, in a conflict-of-interest situation or does not possess the expertise required
 - d. Medical, clinical and laboratory services
 - e. Confidential items (e.g. investigations, forensic audits)
 - f. Witness fees
 - g. Counseling fees
7. Professional and special services
 - a. Committee fees
 - b. Honorariums
8. Utilities including:
 - a. Water
 - b. Sewer
 - c. Natural Gas
 - d. Electricity
 - e. Postal
 - f. Communication Infrastructure Services including Internet
9. Real property interest
 - a. All real estate transactions including lease or sale of property
 - b. Appraisal fees
10. Advertising
11. Entertainers or public speakers for special events
12. Banking services

PROCUREMENT POLICY	CORPORATE SERVICES
	SCHEDULE D - BID IRREGULARITIES

Intent of Schedule

To outline the process for administering irregularities contained in Bids.

Standards of Application

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

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

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

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

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

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

17	Only one Bid is Received	(a) Bid returned unopened if additional Bids could not be secured. (b) The Bid may be considered at the discretion of the Division Head or designate and if found acceptable, then it may be awarded.
18	Any other Bid Irregularities	Division Head or designate shall have the authority to grant 48 hours to correct other irregularities, provided any irregularities are not substantially material.

PROCUREMENT POLICY	CORPORATE SERVICES
	SCHEDULE E – EXPRESSION OF INTEREST, REQUEST FOR QUOTATION, PROPOSAL, & TENDER PROCESS

Intent of Schedule

The purpose of this procedure is to ensure a standardized method is followed for expression of interest, request for quotation, proposal and tenders. This procedure will also ensure proper financial and Board oversight is in place.

Standards of Application

Expression of Interest (EOI):

Expression of Interest (EOI) is used to inform as many eligible consultants/service providers/purchasers etc. as possible about an opportunity and identify who may be interested. Information contained in the EOI will be used to prepare a short list of the most qualified proponents that will subsequently be invited to submit a proposal.

Request for Quotation (RFQ):

Request for Quotation (RFQ) can be used to request pricing and other relevant details from potential suppliers. The RFQ should include details in terms of quantities, services, terms and conditions, costs, etc.

Request for Proposal (RFP):

Request for Proposal (RFP) can be used to solicit proposals from potential vendors or service providers for a specific project, product, or service. The RFP should include detailed requirements and objectives for the project that outlines their approach, solutions, timelines, costs, and expertise. The RFP process helps the Procurement Committee assess multiple proposals and select the best proposal.

Request for Tender:

The creation and issuance can be issued in two forms:

1. Short Form Tenders (SFT)

- Projects estimated to be less or equal to \$100,000
- SFT above \$100,000 requires Board approval
- Quotations or Tenders issued under budget line corresponding to the following number format SFT Year # i.e. SFT 2004-01
- Bid Bond Required only for contracts above \$100,000
- Closed tender opening
- Upon awarding, a contract order is issued which outlines the work to be carried out in detail or reference drawings and/or specifications

2. Public Competitive Tender (PCT)

- Tenders are issued under budget line corresponding to the following number format PCT Year # i.e. PCT 2004-01
- For projects estimated to be greater than \$100,000
- Bid Bond required
- Performance and Materials and Labour bonds are required to be part of the tender package if the estimated tender will be above \$500,000
- Letter of Intent issued
- Projects that are less than \$500,000 can also require Performance and Materials and Labour bonds for complicated projects that require more than two sub-trades.

Submission Review:

When a request is published/advertised externally a meeting invite must be set up and include all required personnel on the invitation, as well as a copy of the published package.

For openings anticipated to be over \$100,000, the following personnel must be present:

- One Board Member
- Division Head (or designate)
- Issuing Manager
- Chief Financial Officer (or designate)
- Supervisor of Finance and/or Manager of Finance (if applicable)

During the opening, the following must occur:

1. The Board Member will read the submission (aloud), indicating the following:
 - a. Vendor Name
 - b. Whether a bond is included (for public tenders only)
 - c. Amount including HST
2. As each request is opened and read, the Issuing Manager must record the information presented on the opening form.
3. The following must initial each tender as it is opened, and sign the opening form upon completion:
 - Board Member
 - Chief Financial Officer (or designate)
 - Division Head

Within 48 hours, a copy of each submission must be scanned and forwarded to the Procurement Committee.

Submission Scoring:

The Procurement Committee will be responsible for reviewing all submissions. Each member of the committee is responsible for scoring each submission based on the predetermined evaluation tool.

Following the review, the Procurement Committee will meet to review the scoring and recommend a submission to the Board for awarding.



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: April 17, 2025
RE: AHOP Bridge Funding

RECOMMENDATION

BE IT RESOLVED THAT the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept up to \$65,000 from the Sault Ste. Marie Housing Corporation (SSMHC) to bridge staff wages for up two (2) months for the Affordable Homeownership Program (AHOP).

BACKGROUND INFORMATION

Employment Services Transformation (EST) transitioned the delivery of training and employment services through the DSSMSSAB to Employment Ontario through a decrease in base funding. The DSSMSSAB applied for Skills Development Fund (SDF) to continue the delivery of programs like AHOP.

Through the 2024/2025 SDF funding cycle, we committed to helping 100 Ontario Works and/or Ontario Disability Support Program (ODSP) recipients secure employment through the Building Maintenance and Construction Program. To date, 122 people have completed the training program, and 68 people have gained employment upon completion. Program participants are supported by Ontario Works staff in partnership with Employment Ontario agencies. These wrap-around supports assist participants with job searching, making connections with employers, and securing employment.

SUMMARY/OVERVIEW

The DSSMSSAB was part of two (2) 2026/2027 SDF funding applications, submitted alongside community partners, to continue the training program currently offered through AHOP. Currently, two (2) homes are under renovation and nearing completion for sale to a family.

In November of 2025, the DSSMSSAB approved an allocation of \$300,000 from Employment Related Expenses (ERE) to the Sault Ste. Marie Housing Corporation for the continuation of the AHOP program through 2025, in the event that the SDF funding was not successful. This bridge funding will help retain staff hired through the SDF Program to complete the remaining renovations, training and sale of homes to a family.

STRATEGIC PLAN IMPACT

This initiative aligns with the Strategic plan on all three pillars; ensuring organizational excellence, high quality person focused services, and strengthening partnerships with various community agencies.

FINANCIAL IMPLICATIONS

The bridge funding from SSMHC reserves of up to \$65,000 to cover four (4) positions directly supporting AHOP for up to two (2) months as we wait for confirmation on funding. Case Managers assigned to the project will be covered under the current OW budget. There will be no financial impact, as the DSSMSSAB transferred \$300,000 from ERE to support the program in the event that funding was not received for 2025/2026.

CONCLUSION.

The Affordable Home Ownership Program and Building Maintenance Program are not just training initiatives for OW and ODSP clients, they benefit the community by revitalizing abandoned or deteriorating homes, rejuvenating neighborhoods, and creating more stable and vibrant communities. Utilizing bridge funding to keep this program going will allow more individuals to be trained and families to become homeowners in our community.

Respectfully submitted,

Louie Bruni
Chief Operating Officer