

AGENDA

Thursday, June 12, 2025 at 6:30 p.m.

Board Meeting Via Zoom Video Conference



-
1. **CALL MEETING TO ORDER.**
 2. **TRADITIONAL LAND ACKNOWLEDGMENT.**
 3. **DISCLOSURE OF PECUNIARY INTEREST.**
 4. **APPROVAL OF AGENDA. ®**
 5. **APPROVAL OF MINUTES:**
 - 5.1 May 8, 2025 ®
 6. **DEPUTATIONS & PRESENTATIONS.**
 7. **REPORTS:**
 - 7.1 Chair
 - 7.2 Chief Administrative Officer
 - 7.3 Director of Finance
 8. **OUTSTANDING ISSUES.**
 9. **NEW BUSINESS:**
 - 9.1 Tender – Roof Replacement ®
 - 9.2 Housing & Homelessness Plan Annual Report 2024-2025
 - 9.3 Board Manual & Procedural Rules Update ®
 - 9.4 2025 NOSDA AGM Resolutions ®
 10. **IN-CAMERA: 0**
 11. **CORRESPONDENCE:**
 - 11.1 NBPSDHU Overdose Report
 - 11.2 Labour Focus April 2025 (The Labour Market Group)
 - 11.3 Monthly Jobs Report March 2025 (The Labour Market Group)
 12. **ADJOURNMENT. ®**

MEETING MINUTES

Thursday, May 8, 2025 at 6:30 PM

Board Meeting via Zoom Video Conference



Board Members Present:

Joel Constable Ted Collins
Jerry Brandt Teri Brandt
Sharon Smith Jamie McGarvey
Gail Finnson Rick Zanussi
Teresa Hunt Ted Knight
Irene Smit Peter McIsaac
Tom Lundy

Board Members Absent:

Janice Bray
Ryan Baptiste

Staff:

Tammy MacKenzie, CAO
JJ Blower, Communications Officer
Sylvia Roy, Director of Finance
Pam Nelson, Director of Child Care Service Management
Jennifer Bouwmeester, Director of Women's Services

1. CALL MEETING TO ORDER:

The meeting was called to order by Rick Zanussi at 6:30PM.

2. TRADITIONAL LAND ACKNOWLEDGMENT.

3. DISCLOSURE OF PECUNIARY INTEREST.

4. APPROVAL OF AGENDA

Resolution 25 05 01

CARRIED

Moved by Jerry Brandt

Seconded by Irene Smit

“THAT the agenda of the Regular Meeting of the Board held on May 8, 2025 be approved as presented.”

5. APPROVAL OF MINUTES:

5.1 April 10, 2025

Resolution 25 05 02

CARRIED

Moved by Tom Lundy

Seconded by Joel Constable

“THAT the Board meeting minutes of Thursday, April 10, 2025 be approved as presented.”

Ted Collins entered the meeting at 6:33pm

6. DEPUTATIONS & PRESENTATIONS.

7. REPORTS:

7.1 Chair

The Chair advised that he did not have anything to report.

7.2 Chief Administrative Officer

Ms. MacKenzie verbally highlighted some of the items in the written CAO report and was available to answer questions. In addition, Ms. MacKenzie advised that she would be heading to the OMSSA exchange conference next week, the District Municipal Meeting on May 23rd, the NOSDA AGM & Conference in Sault Ste. Marie during the first week of June, and then to the OMSSA AGM the second week of June.

7.3 Director of Finance

Ms. Roy shared a verbal update. The finance team is currently working on renewing the 2025–2026 insurance policy for DSSAB. The Local Housing Corporation (LHC) renewal will take place later this year.

Senior finance staff have submitted all auditor requests received so far. A follow-up call is scheduled for Monday to check on the audit status and address any further needs. The goal is still to present the financial statements in June. KPMG will not only provide the financials but also benchmarks, performance indicators, and efficiency recommendations.

Finance staff are actively working on ministry reports for EFIS, Ontario Works, SMAIR, and the Homelessness Prevention Plan. These reports align with the finalized audited statements.

All budgets have been uploaded into both accounting systems, and the team is developing a simple quarterly report for the Board comparing budget vs. actuals.

Additionally, the finance and housing teams are upgrading the Yardi system to ensure better integration across modules. Finance staff are also creating a procedural manual detailing their tasks and deadlines to help maintain continuity if someone is absent or leaves the organization.

Ted Collins noted that the recent FONOM conference focused on Asset Management, and our auditor was a speaker on that topic.

8. OUTSTANDING ISSUES.

9. NEW BUSINESS:

9.1 Esprit Place Family Resource Centre – Operational Update

A written report was presented by Ms. Bouwmeester for information.

9.2 Early Development Instrument (EDI) Results

A written report was presented by Ms. Nelson for information.

10. IN-CAMERA: 0

11. CORRESPONDENCE.

11.1 NBPSDHU Overdose Report

11.2 Labour Focus March 2025 (The Labour Market Group)

11.3 Monthly Jobs Report February 2025 (The Labour Market Group)

11. ADJOURNMENT.

Resolution 25 05 03

CARRIED

Moved by Teri Brandt

Seconded by Gail Finnson

“THAT the Board meeting now be adjourned at 7:41 PM, and that the next regular meeting to be held Thursday, June 12, 2025 at the hour of 6:30 PM via Zoom Video Conference.”




Chief Administrative Officer's Report

June 2025

Mission Statement

To foster healthier communities by economically providing caring human services that empower and enable the people we serve to improve their quality of life.



District of Parry Sound Municipal Association Meeting—Callander



On May 23rd, I attended the District of Parry Sound Municipal Association meeting in Callander. There were approximately 100 people in attendance, primarily elected officials, ministries, agencies and municipal staff from all municipalities in the District of Parry Sound. I was pleased to see several members of our board in attendance.

(Shown here: Tom Lundy, Teri Brandt, Tammy MacKenzie, Janice Bray, Sharon Smith) Absent from photo but in attendance: Jerry Brandt.

‘Everyday Impact’

This month, we introduced a new internal campaign called *Everyday Impact*, designed to recognize and celebrate the meaningful contributions of our staff. Shared across the organization, this feature highlights the efforts and successes of team members who make a difference in our daily work and positively influence those around them. New stories will be shared once or twice each month.

In a recent letter from one of the families we support:

“I am one of the parents who access Early On in the Parry Sound district. I wanted to reach out and mention my recent experience at the Carling location. I brought my children there for the first time, and I was thoroughly impressed by the set up Miss Rachel had created for the kids. The program at Carling is very well maintained, thought out with various learning activities, and the interactions Miss Rachel has with the kids are vibrant and joyful.

Miss Rachel has a deep caring for the kids, a playful energy, and is always two steps ahead to help out the parents as well. Managing two children under 3 on my own can be challenging but Miss Rachel has helped me with managing them, teaching them, as well as enriching all of our lives. Attending Early On has significantly improved my mental health, along with my families well being. I am overjoyed in my interactions with Miss Rachel and the program at Carling. I will be returning regularly.” (Submitted by J. Smith)



NOSDA Annual General Meeting

The Northern Ontario Service Deliverers Association (NOSDA) held their AGM in Sault Ste. Marie from June 3-5, 2025. Several members of the Management Team, and the DSSAB Chair and Vice-Chair attended this meeting co-hosted by the Sault Ste. Marie and Algoma District Social Services Administration Boards.

With the theme “Human Services: Made in the North,” the event welcomed over 180 delegates representing all 11 Northern Ontario Service Managers who are responsible for delivering essential social and human services such as Ontario Works, Early Years programs, Housing and Homelessness, and Paramedic Services. NOSDA was formed to strengthen collaboration among Northern municipalities, providing a unified political voice on policies and program delivery from a Northern perspective. This year’s event aims to build on that mandate to foster local solutions to province-wide challenges.

Launched at this conference was the new Strategic Plan for NOSDA. The District of Parry Sound Social Services Administration Board (DSSAB) was proud to support the launch of this new five-year plan to improve health and human services across Northern Ontario.

The *Stronger Together: Leading Change for Health and Human Services in Northern Ontario* Strategic Plan offers a bold and unified vision for the next five years. It champions coordinated, innovative, and sustainable service delivery, so NOSDA can better serve people in our Northern communities.

It lays out six key priorities to address regional demographic, geographic, and economic challenges through coordinated advocacy, innovation, and partnerships. These include:

Championing health and human services – Promoting fair, sustainable funding and policies that reflect the North’s unique realities

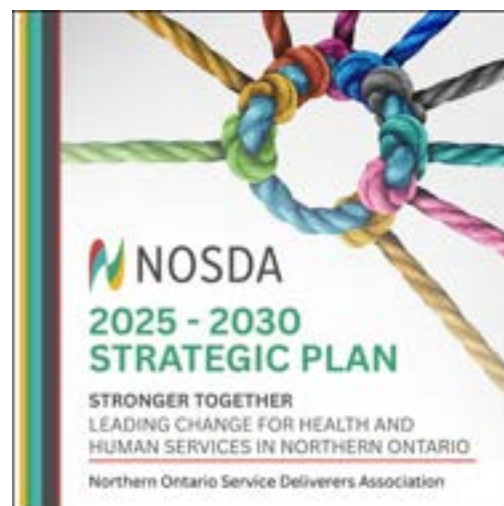
Addressing regional service delivery challenges – Developing practical, district driven solutions to address service access and quality across the North

Building strategic partnerships – Working with Indigenous communities, governments, and sector partners to drive action together

Raising NOSDA’s visibility and influence – Raising awareness of Northern issues and building support through strategic communications and outreach

Strengthening governance and member capacity – Equipping member boards and leaders with tools and support to deliver effective and accountable services

Informing Northern policy development – Leveraging evidence to inform our decisions, track the impact, and advocate better for Northern priorities



2025 Provincial Budget

Key Highlights Relevant to DSSABs/CMSMs

On May 15, 2025, the Hon. Peter Bethlenfalvy, Ontario's Minister of Finance, presented the government's 2025 budget: A Plan to Protect Ontario.

The 2025 Ontario Budget includes several investments and initiatives that may impact DSSABs and CMSMs, particularly in the areas of employment services, training, housing, and child care.



Employment & Skills Training:

- \$50M added to *Better Jobs Ontario* to support job seekers with tuition, transportation, and child care costs.
- \$1B increase to the *Skills Development Fund* over three years (totaling \$2.5B) for program delivery and building/upgrading training centres.
- \$20M for new training and support centres (formerly action centres) to assist laid-off workers, including those affected by U.S. tariffs.

Housing & Infrastructure:

- \$400M in additional funding for the *Municipal Housing Infrastructure Program* and *Housing-Enabling Water Systems Fund* to support growth-ready local infrastructure.

Investment Attraction & Economic Development:

- Proposed \$5B for the *Building Ontario Fund* to support major infrastructure and growth projects.
- \$600M added to the *Invest Ontario Fund* to enhance job creation and investment attraction.

Education & Child Care:

- Over \$30B committed over 10 years, including \$23B for capital grants, to support the development and modernization of schools and child care facilities.
- Nearly \$2B allocated for school maintenance and repair in the 2025–26 school year.

The province states these measures aim to improve access to training, support economic growth, address housing infrastructure needs, and enhance child care and education facilities.

Licensed Child Care Programs

Total Children Utilizing Directly Operated Child Care in the District April 2025

Age Group	Fairview ELCC	First Steps ELCC	Highlands ELCC	Waubee ELCC	HCCP	Total
Infant (0-18M)	1	1	0	1	7	10
Toddler (18-30M)	12	7	5	17	30	71
Preschool (30M-4Y)	16	14	26	39	48	143
# of Active Children	29	22	31	57	85	224

The focus of the Directly Operated Child Care Programs is to continue filling available spaces. The child care programs are partnering with the local school boards and participating in the Welcome to Kindergarten or Journey to Learning events being offered across the district which introduce families to school settings.

School Age Programs

Location	Enrollment
Mapleridge After School	26
Mapleridge Before School	10
Mapleridge Summer Program	N/A
Sundridge Centennial After School	11
Home Child Care	31
# of Active Children	78



Families have begun contacting the Mapleridge Summer Program and there are currently 13 children on the enrollment list, which is at the operating capacity.

The District of Parry Sound Child Care Application Portal was launched on July 24, 2024. Since implementation, operators and child care service management staff have been working to "clean" the Application Portal by removing duplicates, training staff and assisting families with updating their profiles.

Data for April 2025

Number of Unique Children on the Application Portal		
546		
Children who Identify as Indigenous	Children Identifying Francophone Relatives	Prenatal Children
46	40	57
Unique Children - includes children waiting for care and those who are placed in care but have applied to other child care centres/programs. (ie: currently in an infant space and have also applied for JK/SK after school program) - Or - includes all children who have completed an application for child care		

Unique Children Waiting for Care
503
Waiting for Care - This number represents the unique children who are currently applied for care. This includes children who may already be placed in a program and have applied to another. This also includes the number of children pre-registered for future care.

Year, Month

Multiple selections

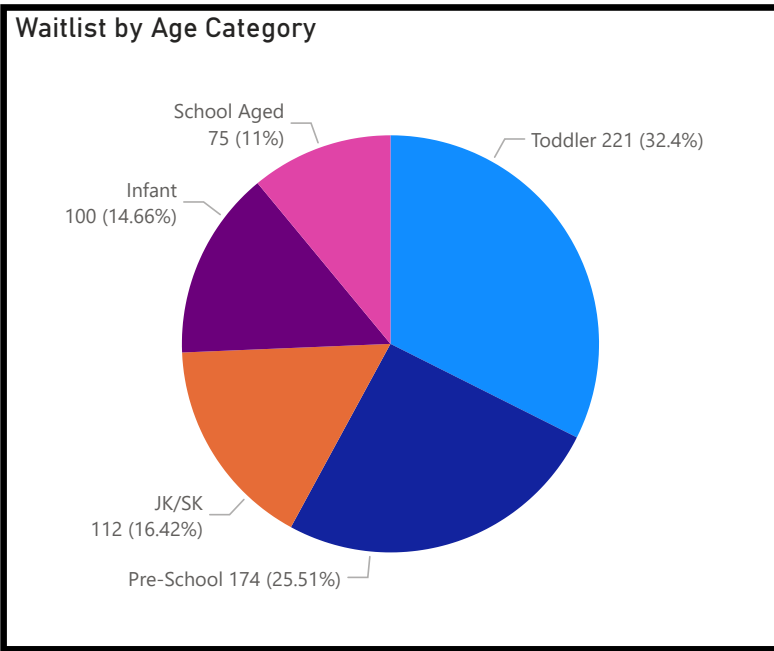
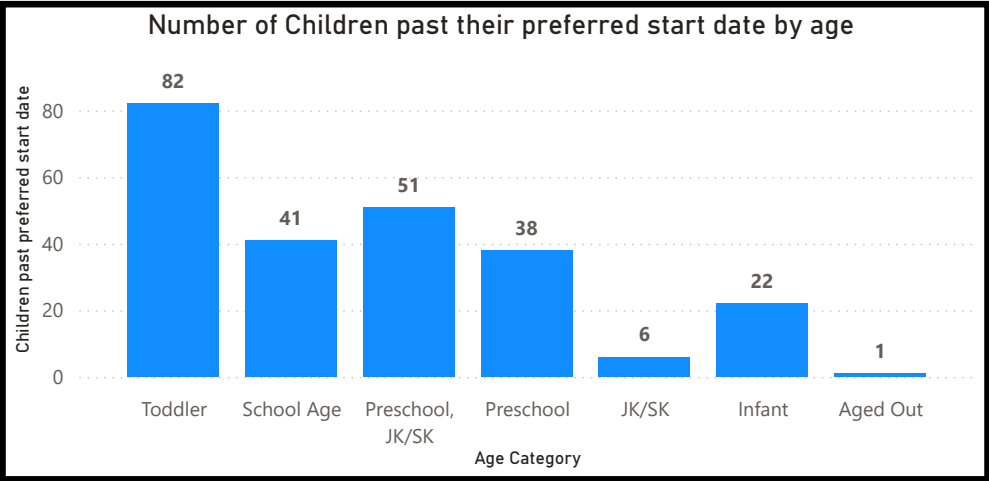
Month

April

Additions to Application Portal

36

Total Number of Children past preferred start date (Unique)
241



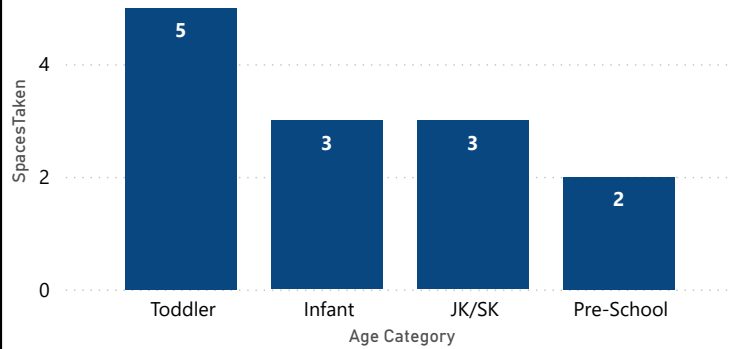
Year

2025

Month

April

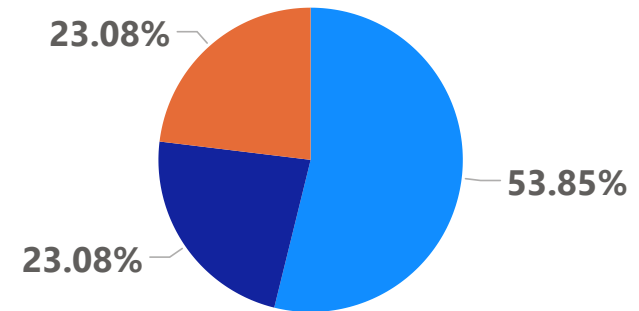
Spaces Filled by Age Category



Spaces Filled by Program Time

Program Time

- Full Day
- After School
- Any Time



Children Placed

13

Spaces Filled

13

Children Placed - The number of unique children placed in a program.

Spaces Filled - The number of spaces filled by a child. A child may be placed in more than one space, ie: before school space and after school space.

Expectation of Future Care

Number of children with a preferred start date within 1 month, 2-6 months, 6 months to a year, or more than a year.



Inclusion Support Services April 2025

Age Group	EarlyON	Licensed ELCC's	Monthly Total	YTD Total	Waitlist	New Referrals	Discharges
Infant (0-18M)	0	1	1	3	0	0	0
Toddler (18-30M)	7	11	18	23	1	0	0
Preschool (30M-4Y)	8	39	47	48	3	1	0
School Age (4Y+)	0	16	16	21	0	0	2
Monthly Total	15	67	82		4	1	2
YTD Total	20	75		95	18	25	12

The ISS program has seen a slight decline in referrals which is a regular occurrence this time of year. Under the 2024/2025 funding mandates from the Ministry of Education, the ISS team is no longer able to offer free screening clinics to the broader community where children are preparing to enter school for the first time. Screenings can only be offered to regular attendees of a licensed child care program or EarlyON Child and Family Centre. Resource Consultants are working closely with the EarlyON program to encourage families to attend regularly and take advantage of the free child development screenings through that venue.

EarlyON Child and Family Programs—April 2025

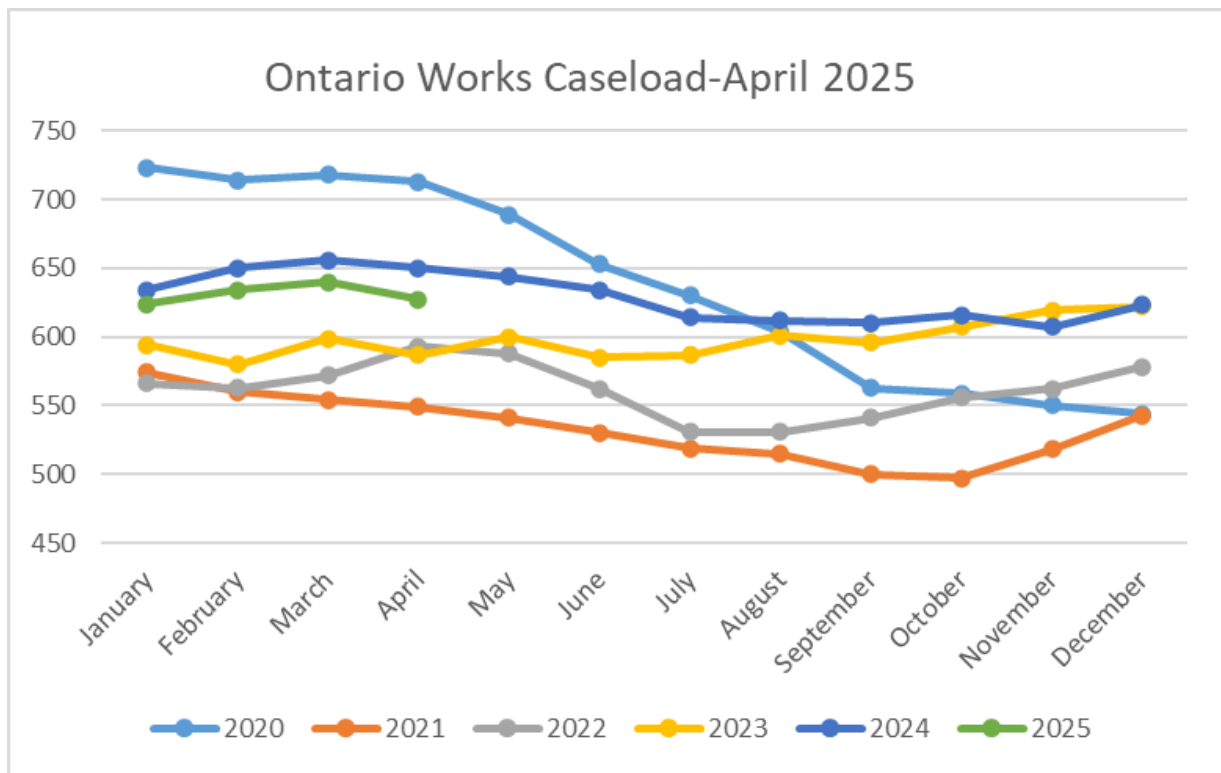
Activity	Jan 2025	Feb 2025	Mar 2025	Apr 2025	YTD
Number of Child Visits	852	755	855	961	3423
Number of New Children Attending	243	64	48	59	414
Number of Unique Children Attending			598 YTD		
Number of Adult Visits	661	605	704	752	2722
Number of Unique Adults Attending			281 YTD		
Number of Virtual Programming Events	7	7	8	8	30
Number of Engagements through Social Media	215	98	91	68	472
Number of Views through Social Media	33,693	17,975	21,519	8,175	81,362

Funding Sources for District Wide Childcare Spaces - April 2025

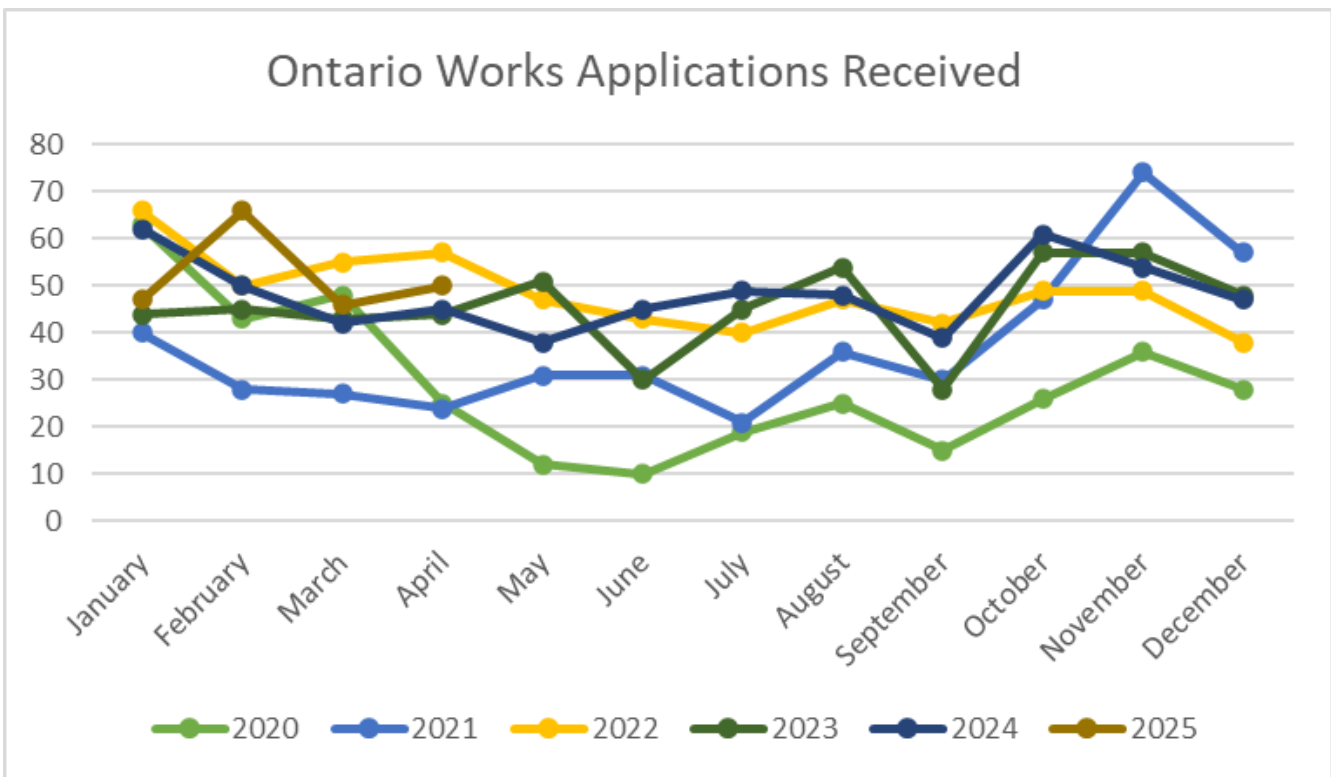
Funding Source - Active	# of Children	# of Families
CWELCC*	49	47
CWELCC Full Fee	218	214
Extended Day Fee Subsidy	3	3
Fee Subsidy	23	18
Full Fee	25	23
Ontario Works	2	2
Total	320	307

Funding Source - New	# of Children	# of Families
CWELCC*	2	2
CWELCC Full Fee	3	3
Extended Day Fee Subsidy		
Fee Subsidy		
Full Fee		
Ontario Works		
Total	5	5

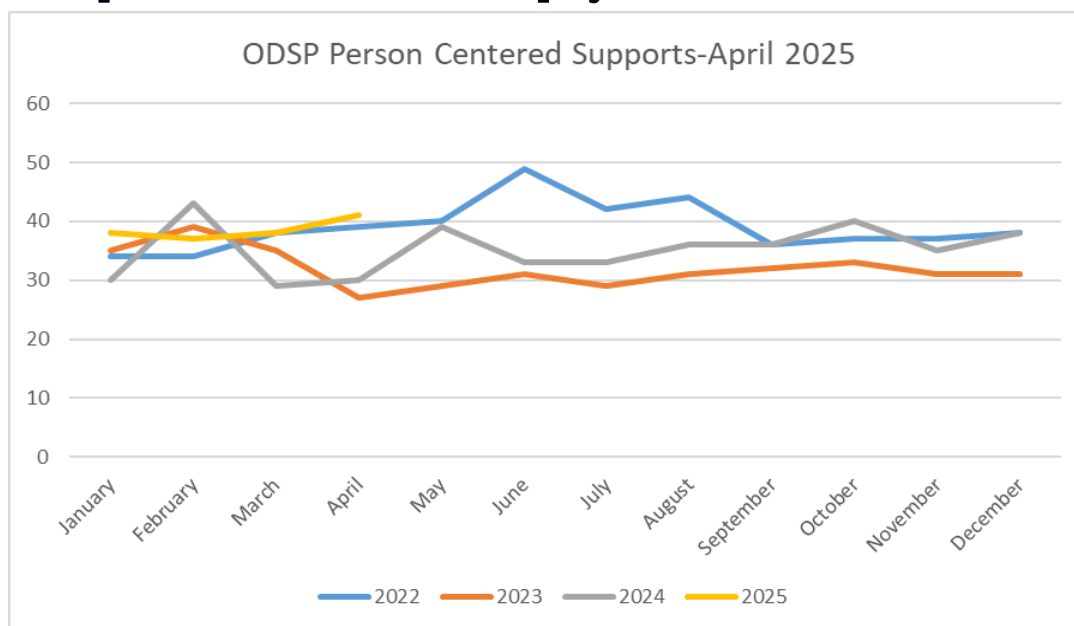
Exits	# of Children	# of Families
Fee Subsidy		
CWELCC Full Fee		
Extended Day Fee Subsidy		
Fee Subsidy	1	1
Full Fee		
Ontario Works		
Total	1	1



**Ontario Works Intake - Social Assistance Digital Application (SADA) & Local Office
Ontario Works Applications Received**



ODSP Participants in Ontario Works Employment Assistance



The OW Caseload is up slightly to **627** cases. We are providing **41** ODSP participants Person-Centred Supports. We also have **58** Temporary Care Assistance cases. **50** applications were received through the province's Ontario Works Intake Unit (OWIU).

Employment Services Transformation & Performance Outcomes

On March 1st, 2025, as part of the province's Employment Services Transformation, we officially entered Integrated Employment Services model (IES) along with our Northeast DSSAB partners with our new Service System Manager College Boreal. This means that employment assistance for Social Assistance recipients now moves under the Employment Ontario umbrella. We are responsible for providing Person Centered Supports to SA Recipients in 4 key areas;

- Crisis & Safety-homelessness, personal safety
- Health-medical, mental health counselling, addiction treatment
- Life Skills-Literacy and Basic Skills such as budgeting, time management
- Community Supports-Housing, transportation and legal support

With this change, we have new Performance Outcomes that will be reported on monthly going forward.

% with an Action Plan created

Percentage of OW + NDA Members with mandatory participation requirements...



Provincial Average– 62.9%
Target-100%
**NDA refers to ODSP participants

Referrals to Employment Ontario

Percentage of OW + NDA Members with mandatory participation requirements...



Provincial Average 12.9%
Target 32%
**NDA refers to ODSP participants

% Exiting to Employment

Percentage of Ontario Works cases exiting to employment (Cumulative Year-to-Date)



Provincial Average 4%

Target 22%

**NDA refers to ODSP participants

% of OW Cases Exit the Program and Return within One Year

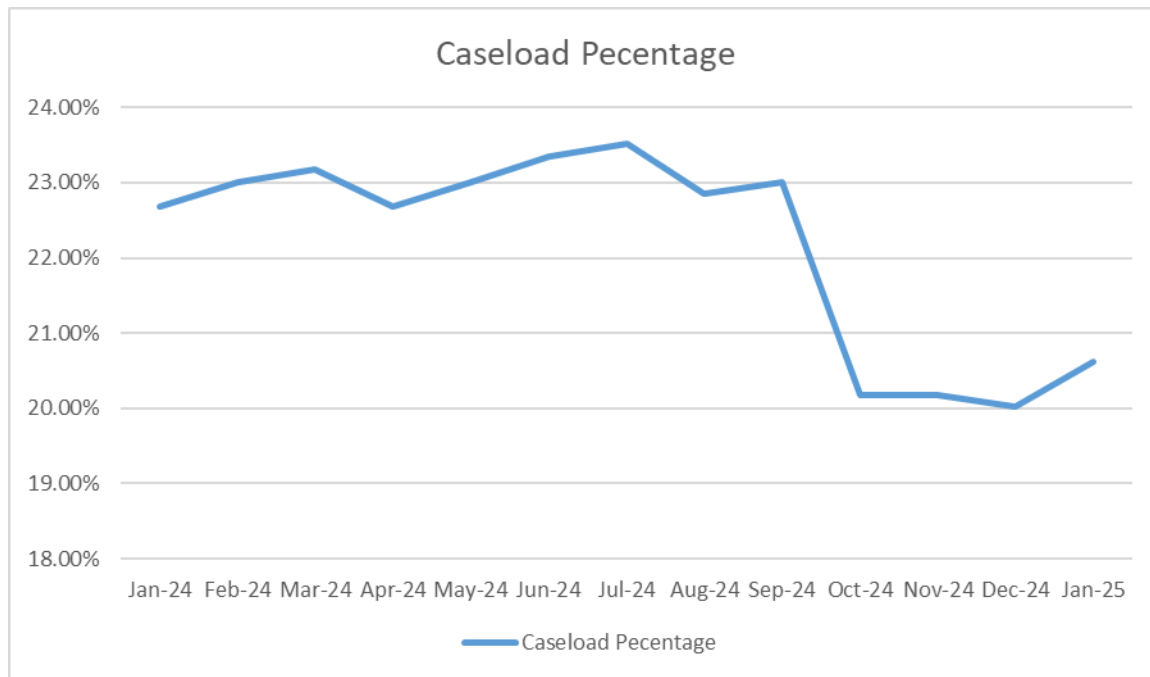
Percentage of Ontario Works cases who exit the program and return within one year



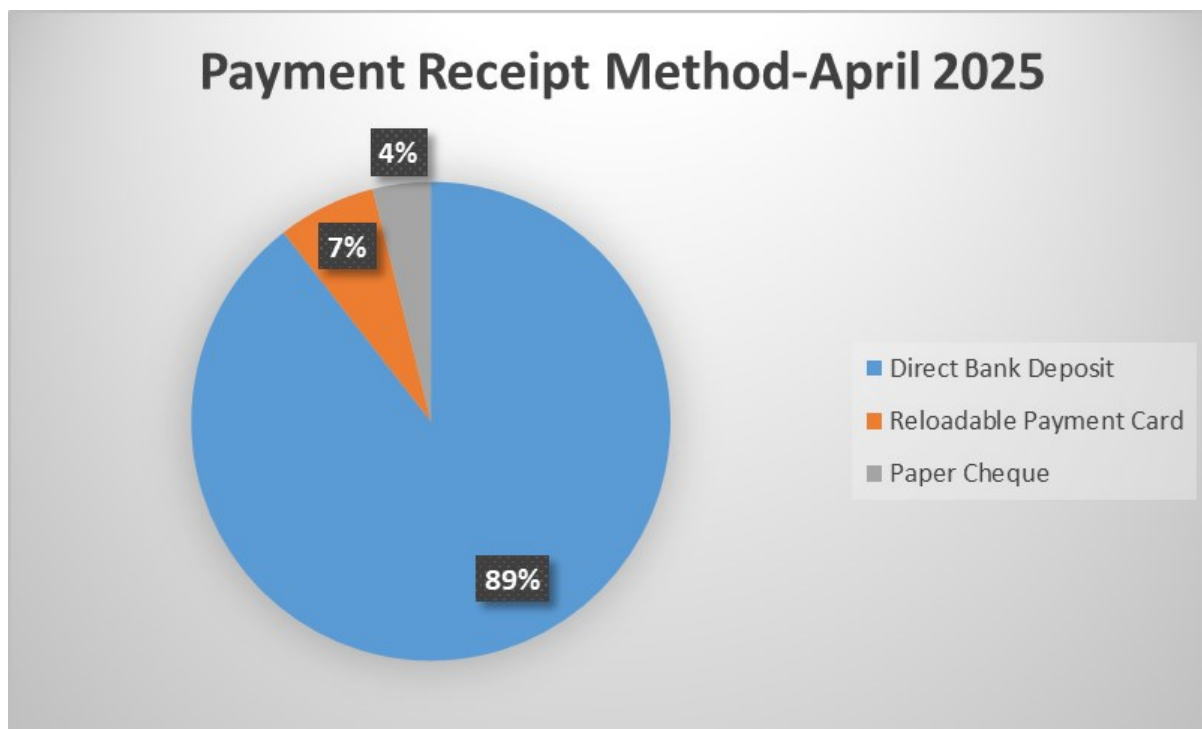
Provincial Average: 33.3%

Target: 35%

MyBenefits Enrollment 2025



DBD Enrollment



Income Support & Stability Update

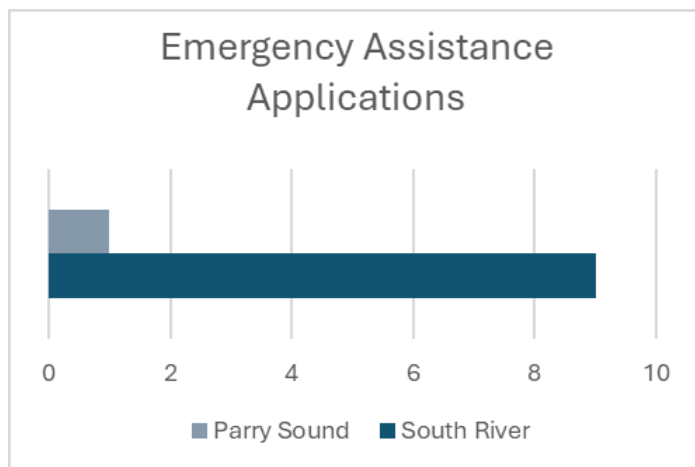
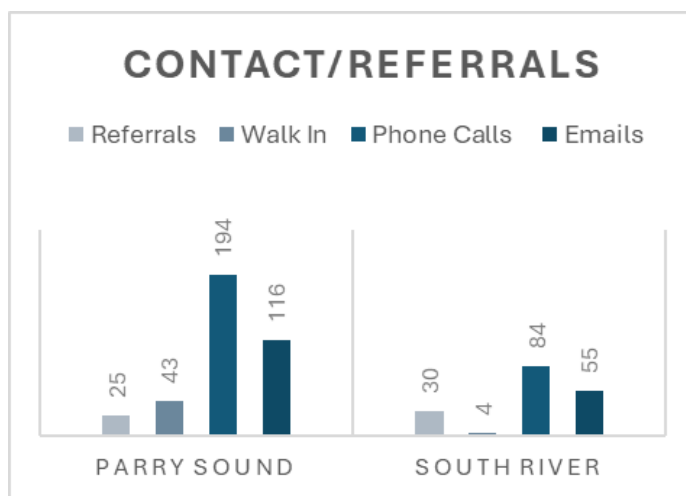
Income Support and Stability Program Case Management involves the coordination of appropriate services and the provision of consistent and on-going weekly or bi-weekly supports, required by the individual to succeed in achieving and maintain life stabilization goals.

Contact / Referrals – April 2025

The data collected is initial contact made with a client to determine eligibility for on going support. This includes ongoing Housing Stability and Ontario Works cases.

Emergency Assistance Applications April 2025

An application can be created when the applicant is not currently in receipt of social assistance, or not serving a period of ineligibility. Administrator also must be satisfied the applicant to the best of their ability made a reasonable effort to access other resources.



Client Referrals

Clients who identify as experiencing homelessness, or at immediate risk of homelessness

April 2025	East	West	YTD
Homeless	4	5	21
At Risk	11	12	59
Program Total (Esprit In Shelter Clients calculated in Homelessness Numbers)			
Esprit Outreach Homeless			
Esprit Outreach at Risk			
Esprit in Shelter			

Short Term Housing Allowance

Max of \$400 for 6 months

	Active	YTD
April	5	16

Household Income Sources and Issuance from Homelessness Prevention Programs Funding (HPP)

April 2025 Income Source	Total	HPP
Senior	9	\$5,856.00
ODSP	5	\$4,964.00
Ontario Works	18	\$15,271.00
Low Income		
Total		

April 2025 Reason for Issue	Total
Rental Arrears	\$19,907.00
Utilities/Firewood	\$148.00
Transportation	\$500.00
Food/Household/Misc.	\$4,167.00
Emergency Housing	\$1,369.00
Total	\$26,091.00

By-Name List Data

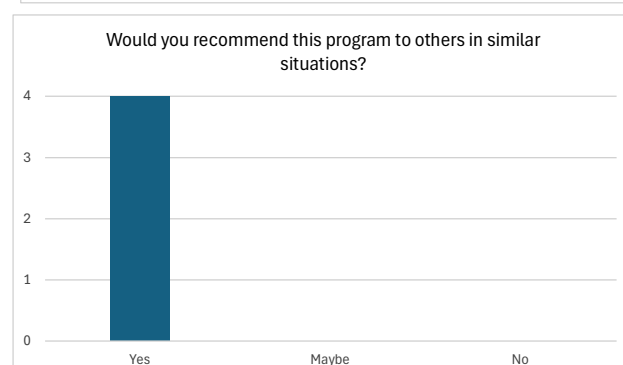
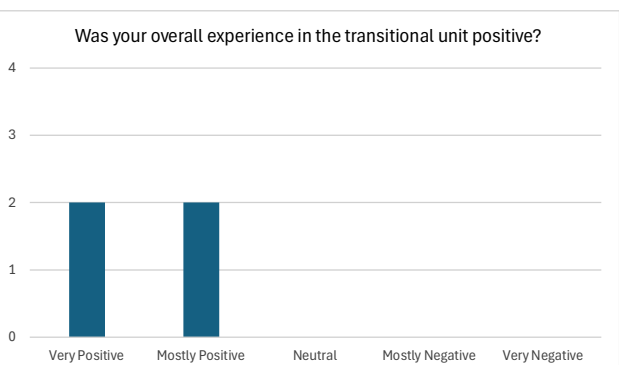
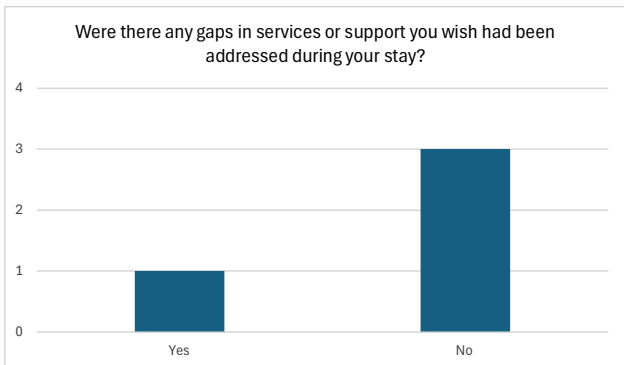
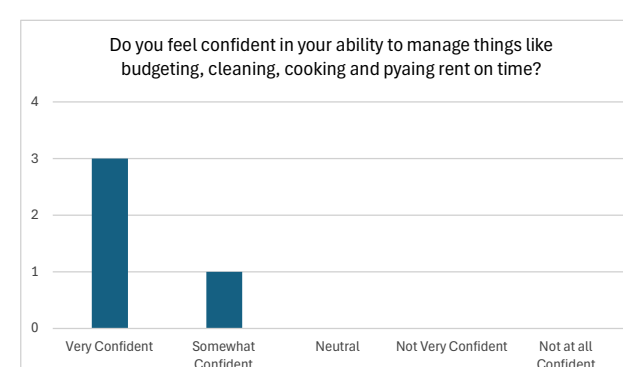
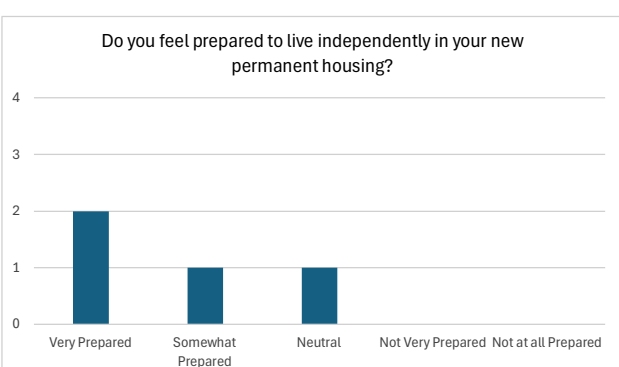
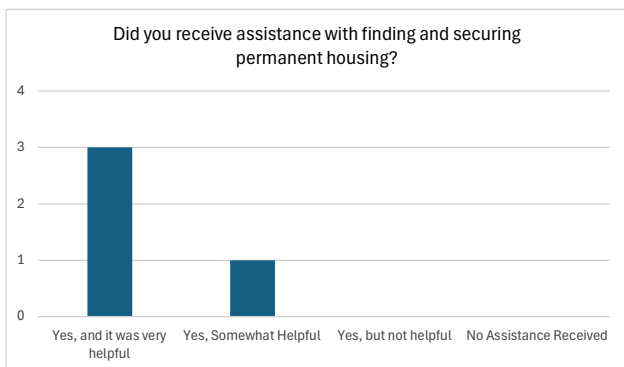
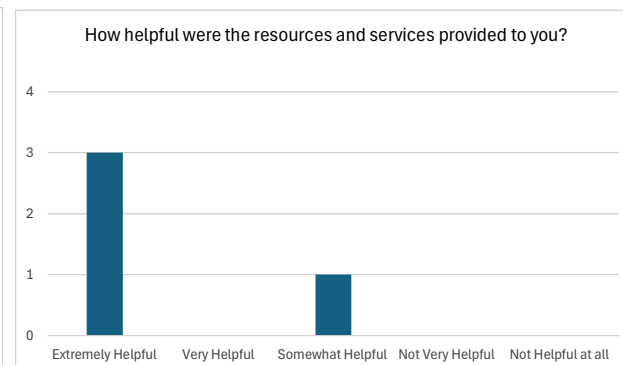
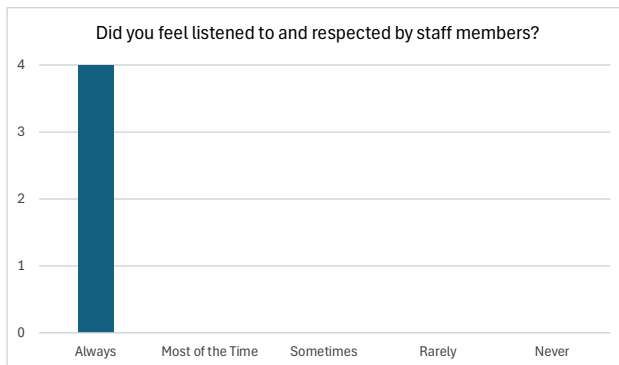
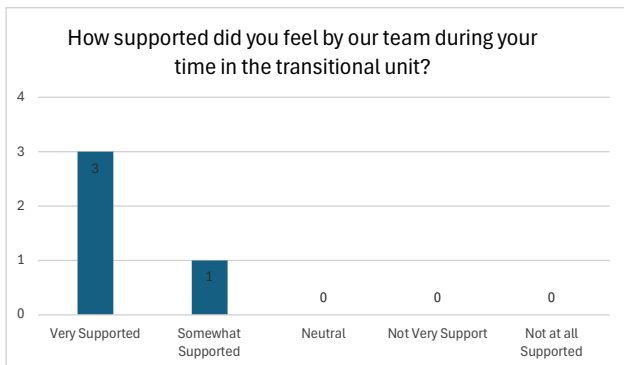
September 1, 2021– March 31, 2025

The By Name List is real-time list of all known people who are experiencing homelessness in our community that are willing to participate in being on the list and connecting with our agency for ongoing support to maintain affordable and sustainable housing. The individuals who are connected to this program are provided Intense Case Management supports with the foundations from Coordinated Access.



As of the end of April, we have 89 active people on the BNL. We housed 4 people, 2 of which were experiencing chronic homelessness. We had zero people return to homelessness from housing. Since the inception of the BNL in September 2021, we have housed 276 people or 58% of those referred.

Exit Survey for Transitional Unit Participants



Housing Programs

Social Housing Centralized Waitlist Report April 2025

	East Parry Sound	West Parry Sound	Total
Seniors	48	131	179
Families	155	479	634
Individuals	478	156	634
Total	681	766	1447
Total Waitlist Unduplicated			404



SPP = Special Priority Applicant

Social Housing Centralized Waitlist (CWL) 2024 - 2025 Comparison Applications and Households Housing from the CWL

Month 2024	New App.	New SPP	Cancelled	Housed	SPP Housing	Month 2025	New App.	New SPP	Cancelled	Housed	SPP Housing
Jan	3		2	1		Jan	9	0	0	2	
Feb	5		11	1		Feb	8	0	2	3	
Mar	7		3	3		Mar	9	1	4	1	
Apr	10	1	7			Apr	6	1	10		
May	4	1	5	1		May					
June	1		15	3		June					
July	9	1	19			July					
Aug	9	1	21			Aug					
Sept	6		16	2		Sept					
Oct	6		9	4		Oct					
Nov	10	1	17	3		Nov					
Dec	11		6	3	2	Dec					
Total	81	5	131	21	2	Total	32	2	16	6	0

- Housing Programs had six approved new applications added to the centralized waitlist in April
- One new application was an approved applicant for special priority placement on the waitlist
- Ten applications were cancelled/removed from the waitlist in April. All ten were removed as they are now in receipt of COHB (Canda Ontario Housing Benefit)

Parry Sound District Housing Corporation

April 2025

Activity for Tenant Services

	Current	YTD
Move outs	1	6
Move in (centralized waitlist along with internal transfers)	0	7
L1/L2 hearings	0	2
N4 Delivered to tenant or filed with the LTB– Notice of eviction for non-payment of rent	1	5
N5 Filed with the LTB– notice of eviction disturbing the quiet enjoyment of the other occupants	1	5
N6 Filed with the LTB –notice of eviction for illegal acts or misrepresenting income for RGI housing	0	0
N7 Filed with the LTB – notice of eviction for willful damage to unit	0	0
Repayment agreements (formal & informal)	1	8
No Trespass Order	0	0
Tenant Home Visits	16	101
Mediation/Negotiation/Referrals	19	69
Tenant Engagements/Education	8	14

Property Maintenance

April 2025

Pest Control		3 Buildings are currently being monitored monthly for bedbugs. There are 7 active units.
Vacant Units	9	8 one-bedroom, 1- multiple bedrooms (asbestos abatement, and significant repair contributes to longer vacancy times)
Vacant Units - The Meadow View	6	5 market, 1 affordable units available
After Hours Calls	11	Fire panel offline, Monitoring station offline, tenant behaviour, partial power loss, building power loss, toilet plugged, washing machine not working, warning sensor on water system needs to be reset
Work Orders	100	Work orders are created for our staff to complete routine maintenance repairs for all DSSAB/LHC Buildings
Purchase Orders	195	Purchase Orders are for services, and materials required outside of the Housing Operations Department
Fire Inspections	0	**Scheduled to attend the annual inspections in May**
Annual Inspections	0	**SCHEDULED FOR MAY 2025**
Incident Reports		

Capital Projects

April 2025

During the month of April, the Capital Program was busy with the following:

Hazardous Material Remediation: Asbestos-containing pipe wrap successfully removed from a daycare facility. Backflow preventers installation preparations completed, with installation scheduled for June.

HVAC and Duct Maintenance: Duct cleaning scheduled district-wide starting in May.

Exterior Doors and Flooring Projects: New exterior door installation scheduled for May, completion by end of June.

Flooring replacements and unit turnovers in progress across multiple properties. All flooring work scheduled for completion between late May and early July.

Water Damage Repairs: Repairs to water-damaged units are underway with anticipated completion dates through May and June.

Generator and Electrical Work: Generator repairs completed with outstanding deficiencies addressed, except one location requiring a new exhaust component.

Electrical panel replacement awarded with work scheduled for completion in May.

Roofing and Eavestrough Projects: Eavestrough replacements awarded for multiple properties, with completion scheduled for May.

Partial roof replacements specifications prepared; tendering process to begin in May with mandatory site visits.

Infrastructure and Foundation Assessments: Asphalt replacement quotes being gathered district wide. Foundation and structural damage investigations completed; updated repair quotes expected by June.

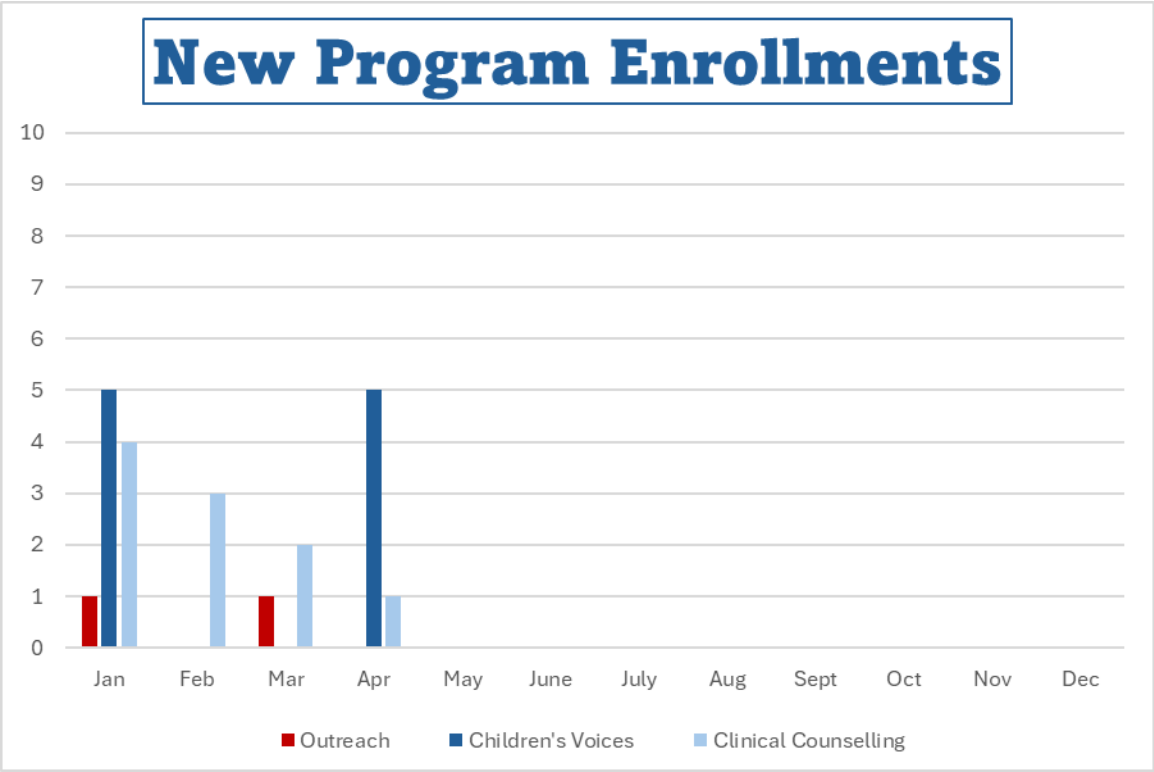
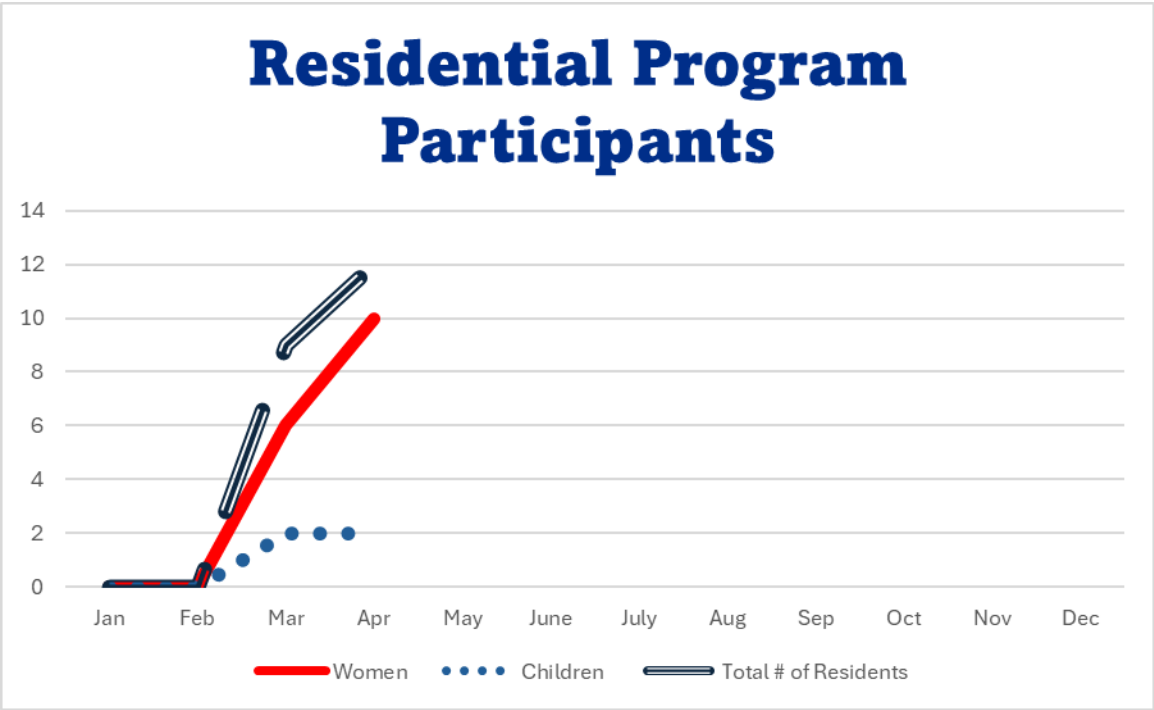
Project Management Contracts Awarded: Window replacements and siding projects have contracts awarded for project management and consultancy phases beginning in May and June.

Security Enhancements: New security doors and access control systems installed at childcare facilities. Lock changes scheduled for June at select locations.

Structural Repairs and Remediation: Ice damming damage remediated at specific locations. Structural repair at one location awaiting retention of specialized general contractor.

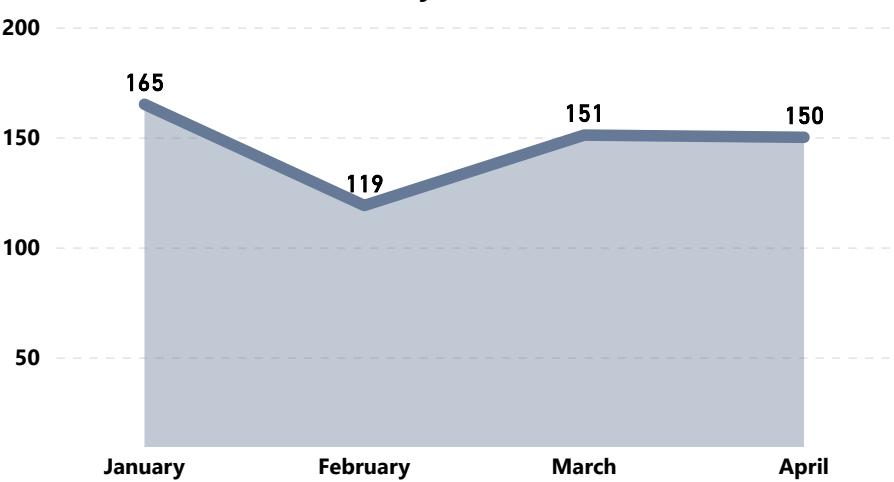
Consulting and Engineering Contracts: Retaining wall project contracts awarded; updated specifications and engineering drawings expected in June.

Engineering inspections requested for damaged structural elements.



PSDSSAB IT ticket statistics - April 2025

Year to Date - Monthly Ticket Count



Month

April

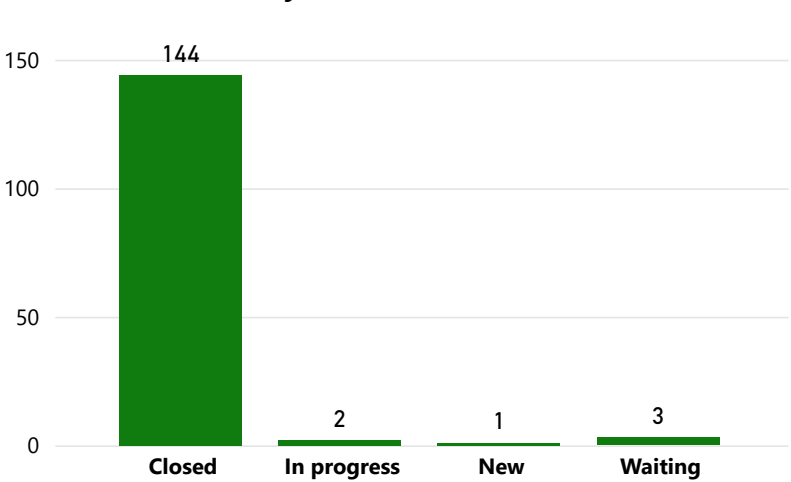
Year

2025

Technician

All

Ticket Count by Status

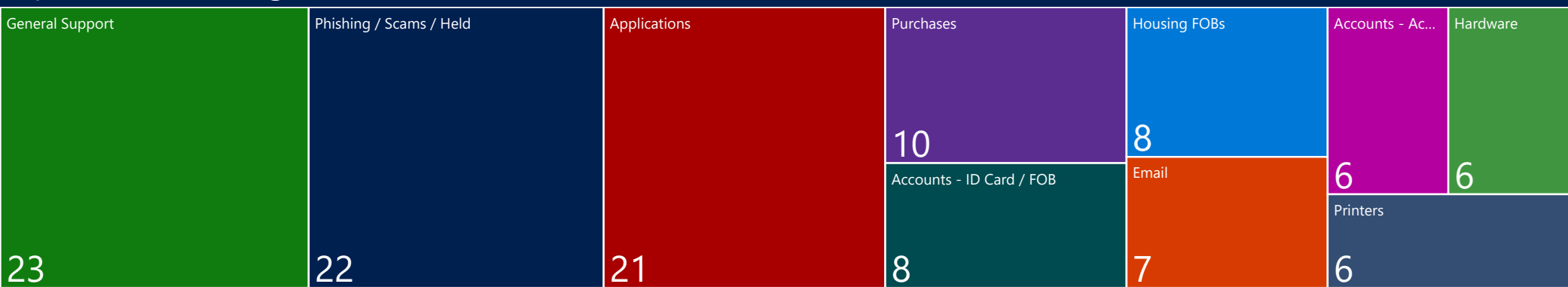


Tickets Submitted
150

Tickets Resolved
144

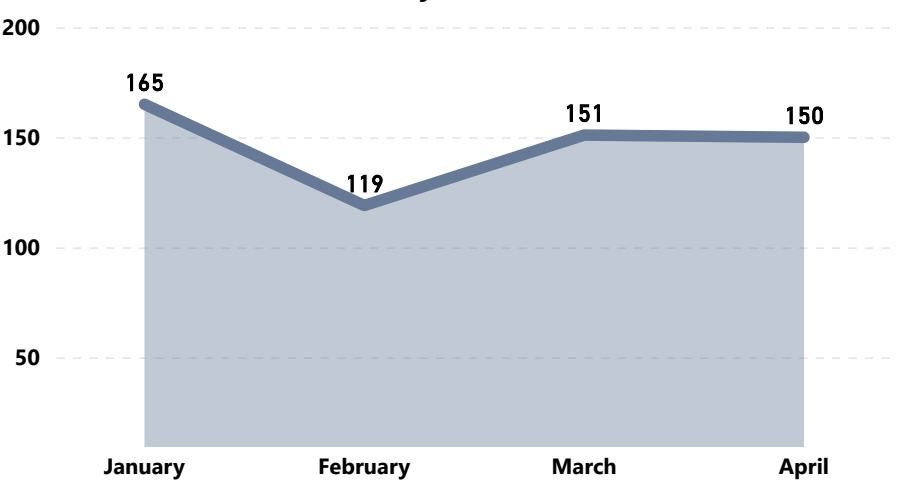
Tickets Unresolved
6

Top 10 Ticket Categories



PSDSSAB IT ticket statistics - YTD 2025

Year to Date - Monthly Ticket Count



Month

Year

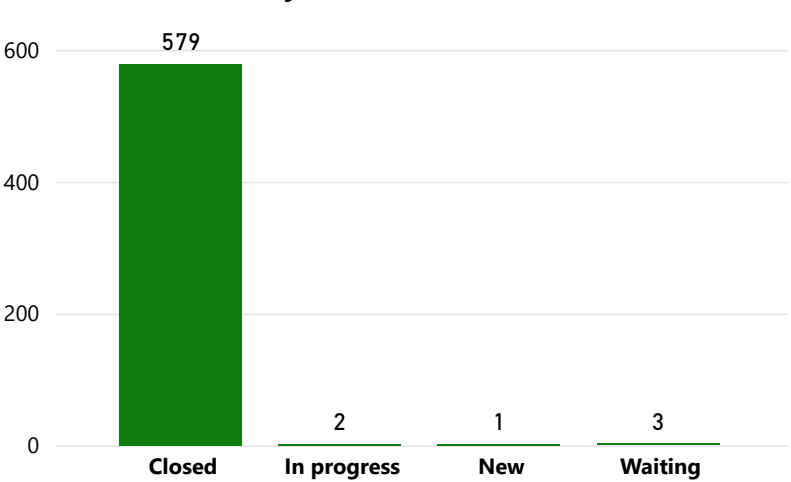
Technician

Multiple selecti... ▾

2025 ▾

All ▾

Ticket Count by Status



Tickets Submitted

585

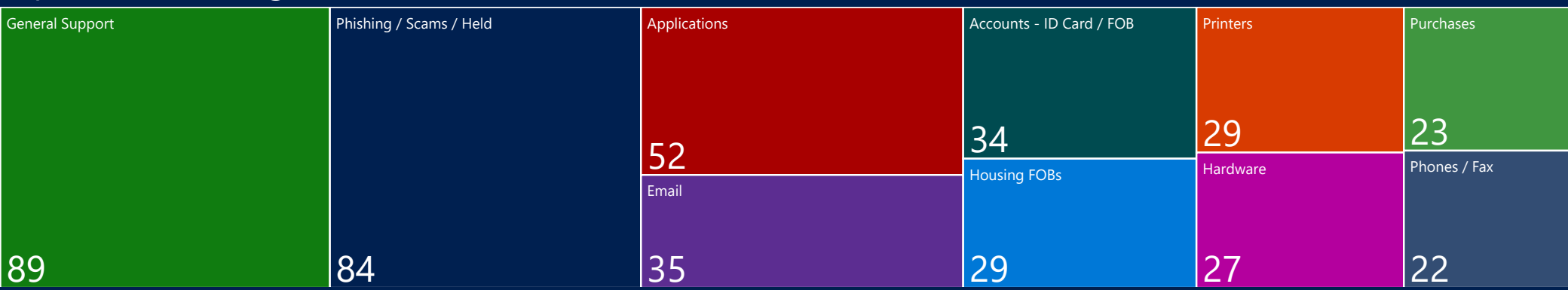
Tickets Resolved

579

Tickets Unresolved

6

Top 10 Ticket Categories



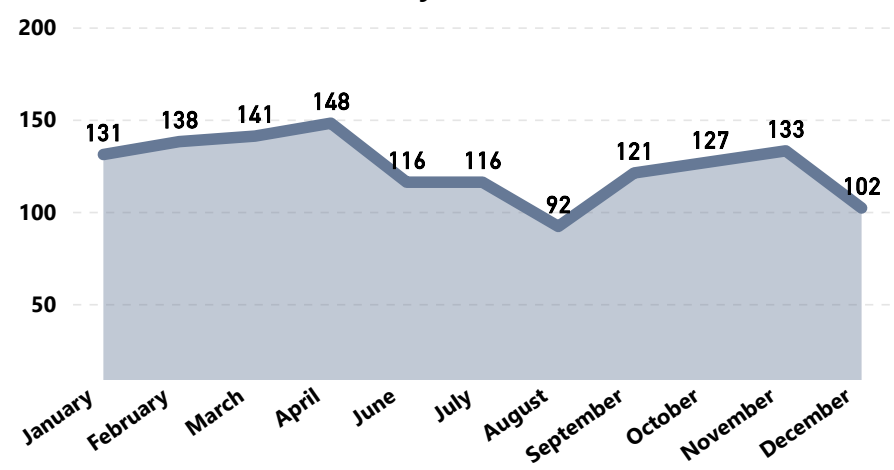
PSDSSAB IT ticket statistics - Totals 2024

Month
All

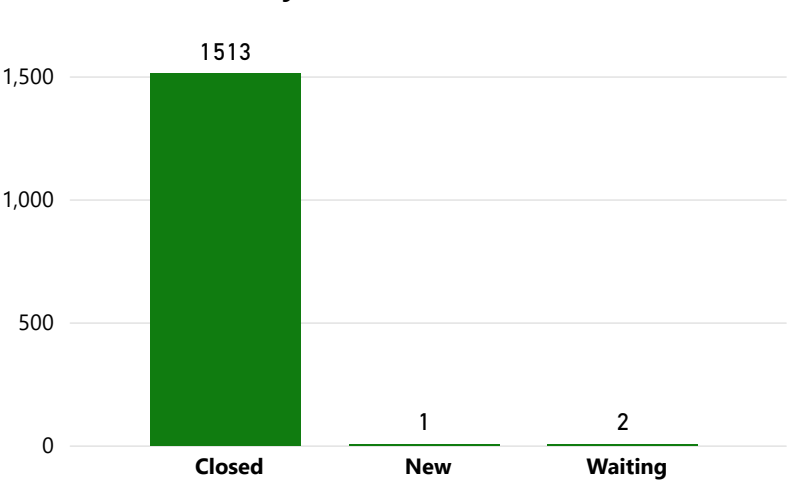
Year
2024

Technician
All

Year to Date - Monthly Ticket Count



Ticket Count by Status

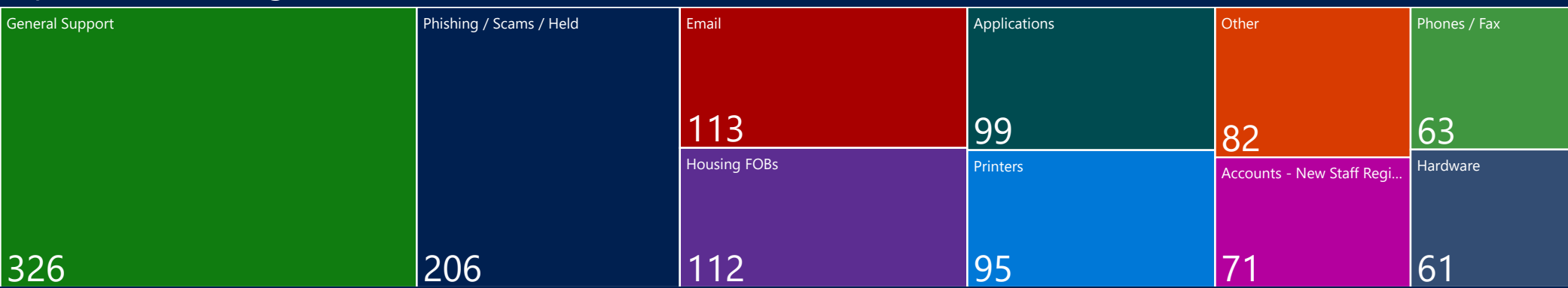


Tickets Submitted
1516

Tickets Resolved
1513

Tickets Unresolved
3

Top 10 Ticket Categories



Social Media Stats

Facebook –District of Parry Sound Social Services Administration Board	DEC 2024	JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025
Total Page Followers	682	698	713	721	731	738
Post Reach this Period (# of people who saw post)	2421	5003	4923	7739	3660	3159
Post Engagement this Period (# of reactions, comments, shares)	59	666	697	788	40	501

Facebook -Esprit Place Family Resource Centre	DEC 2024	JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025
Total Page Followers	209	214	214	217	220	225
Post Reach this Period (# of people who saw post)	3103	3304	608	998	1214	100
Post Engagement this Period (# of reactions, comments, shares)	151	119	12	65	94	22

DSSAB LinkedIn Stats https://bit.ly/2YyFHIE	DEC 2024	JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025
Total Followers	503	515	519	525	537	548
Search Appearances (in last 7 days)	52	40	72	131	187	371
Total Page Views	50	32	46	34	37	52
Post Impressions	1416	2342	1030	632	843	650
Total Unique Visitors	14	18	22	19	21	29

Instagram - Esprit Place Family Resource Centre https://www.instagram.com/espritplace/	DEC 2024	JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025
Total Followers	97	99	101	103	104	104
# of accumulated posts	59	61	63	64	65	65



REPORT TO THE BOARD OF DIRECTORS

DATE PREPARED: June 9, 2025	PROGRAM: Housing Operations and Service Management
MEETING DATE: June 12, 2025	REPORT NO: 9.1
PREPARED BY: Sharon Davis, Director Housing Operations and Service Management	PRESENTED BY: Sylvia Roy, Director of Finance
SUBJECT: Tender: Partial Roof Replacement, Administrative Building, 1 Beechwood Drive, Parry Sound, & 22 A Belvedere Avenue, Parry Sound Canopy Replacement	

Proposed Resolution:

THAT the Board direct staff to proceed with awarding the tender for the Roof Replacement at 1 Beechwood Drive, Parry Sound, ON, according to the outlined specifications and requirements detailed in tender RFT25-1BC in the amount of \$109,000.00 plus additional pricing for the replacement of the canopy entrance roof serving 22A Belvedere Ave., Parry Sound of \$69,900.00 for a total of \$178,900 (plus HST).

Introduction:

The District of Parry Sound Social Services Administration Board (DSSAB) has prepared a comprehensive tender to address the necessary roof replacement at 1 Beechwood Drive, Parry Sound, along with the Canopy replacement located at 22 A Belvedere Avenue Parry Sound. This project is critical for maintaining building integrity and preventing further structural or water damage.

Background:

1 Beechwood Drive: This facility is a two-story office building, with the roofing over the church wing and management hallway composed of an EPDM membrane installed approximately between 2001–2003, making it about 24–26 years old. In 2012, a white urethane restorative coating was applied to extend its lifespan, but this coating is now roughly 13 years old and has significantly deteriorated.

Given that EPDM membranes typically have an expected useful life (EUL) of 13–15 years, and the urethane coating about 10 years, the current condition of the roof is beyond its effective lifespan. Immediate replacement is critical to prevent potential water ingress and structural damage.

The proposed work involves the complete removal of the existing roofing materials and installation of a new modified bituminous membrane roofing system, which offers enhanced durability and significantly longer lifespan.

22A Belvedere Avenue: This additional scope of work addresses the front entrance canopy and vestibule roof of our six-story residential building at 22A Belvedere Ave., comprising a combination of rubberized asphalt and an inverted roof membrane. This is assumed to be an original roof system installed during the construction in the 1980's. These areas are currently experiencing active leaks and are in poor condition, posing a risk of further moisture infiltration and deterioration to the building structure. Immediate

replacement of this roofing section is essential to safeguard the building's integrity and prevent escalating repair costs.

The proposed work involves the complete removal of the existing roofing materials and installation of a new modified bituminous membrane roofing system, which offers enhanced durability and significantly longer lifespan.

Comments:

Tender Timeline:

TASK	TARGET DATE
Posting of tender	Thursday, May 12 th , 2025
Mandatory site meeting location: 1 Beechwood Dr. Parry Sound, P2A 1J2	Monday, May 26 th , 2025 @ 11:00 am EDT
Answers to questions and distribution of addenda, as required	Tuesday, June 3 rd , 2025
Tender Closing Date	Friday, June 6th, 2025, by 2:00 pm EDT
Tender Opening	Monday, June 9th, 2025, 8:30 am EDT
Evaluation of Bids	Monday, June 9 th , 2025, 10:00 am EDT
Tentative Award of Contract	Friday, June 13 th , 2025, 9:00 am EDT
Agreement to Take Effect	August 11 th , 2025
Completion of Work	October 31st, 2025

Mandatory Site Visits:

Seven (7) construction companies attended the mandatory site visit

Tender Submission:

Received five (5) tender submissions

CONTRACTOR	BID	HST	TOTAL
Aseal Roof and Sheet Metal	Beechwood: \$167,500.00 Belvedere: \$87,400.00	\$33,137.00	\$288,400.00
Hamati Roofing	Beechwood: \$166,705.00 Belvedere: \$78,700.00	\$31,902.65	\$277,307.65
Crawford Roofing	Beechwood: \$166,800.00 Belvedere: \$67,00.00	\$30,394.00	\$264,194.00
Always Roofing	Beechwood: \$109,000.00 Belvedere: \$69,900.00	\$23,257.00	\$202,157.00
Protek Roofing	Beechwood: \$143,723.00 Belvedere: \$47,451.00	\$24,852.67	\$216,027.07

Financial Considerations:

2025 Capital budget projection: Beechwood Roof Replacement/Repair \$75,000.

2025 Capital budget projection: Belvedere Canopy Replacement/Repair \$15,000.

Cost projection based on 2023 Building Condition Assessments; a notable inflation of goods and services, has been realized.

\$112,157.00 shortfall to be reallocated from within the 2025 Capital Plan.

Strategic Initiatives:

The project has the potential to help the PSDSSAB achieve its high-level strategic goal of:

- Effective Infrastructure Renewal

Legislative/Risk Analysis:

Workplace Hazardous Materials Information System (WHMIS) provides information on hazardous materials, including those used in the construction and manufacturing of bituminous membranes. Reviewing the WHMIS label and Safety Data Sheet (SDS) is crucial for identifying potential hazards and appropriate safety measures, and precautions will be communicated and followed.

Recommendation/Conclusion:

Staff recommend awarding Always Roofing the tender for the roof replacements at 1 Beechwood Dr., including the additional work at 22A Belvedere Avenue, Parry Sound, in the amount of \$202,157.00, inclusive of HST. The project will commence on August 11th, 2025, and have an anticipated completion date of October 31st, 2025.



REPORT TO THE BOARD OF DIRECTORS

DATE PREPARED: June 12, 2025	PROGRAM: Housing Service Management
MEETING DATE: June 12, 2025	REPORT NO: 9.2
PREPARED BY: Sharon Davis, Director of Housing Operations and Service Management	PRESENTED BY: Tammy MacKenzie, Chief Administrative Officer
SUBJECT: Annual Housing and Homelessness Plan Report – 2024/25	

Proposed Resolution:

THAT the board receives the District of Parry Sound 2024-2025 Housing & Homelessness Annual Report for information.

Introduction:

The District of Parry Sound 2024-2025 Housing & Homelessness Annual Report highlights the achievements accomplished throughout the year, that are reflective of our priorities outlined in the Housing and Homelessness 5-Year Plan.

Background:

The District of Parry Sound Social Services Administration Board (DSSAB) is responsible for the planning, administration, and delivery of housing and homelessness programs and services across the district. In alignment with the provincial Housing Services Act, 2011, all Service Managers in Ontario are mandated to develop a 10-year Housing and Homelessness Plan, supported by annual updates that track progress and evaluate outcomes.

Financial Considerations:

The preparation of this report did not involve any direct costs, other than the use of staff time.

Strategic Initiatives:

The annual reporting on the DSSAB's Housing and Homelessness Plan has the potential to help the PSDSSAB achieve its high-level strategic goal of:

Modernize Service System Planning: The report supports modernized planning by enabling data-driven decision-making, tracking progress against objectives, and informing policy. It also demonstrates an ongoing commitment to adaptive, long-term strategic planning that evolves with emerging needs.

Achieve Organizational Excellence: This report enhances transparency, accountability, and continuous improvement. It also ensures compliance with Provincial Mandates.

Legislative/Risk Analysis:

Service Manager across Ontario are required to prepare and submit annual reports on their housing and homelessness plans, as mandated under the Housing Services Act, 2011 (HAS). These annual reports are

essential for ensuring accountability, tracking progress, and informing policy decisions related to housing and homelessness in Ontario.

Recommendation/Conclusion:

THAT the board receives the District of Parry Sound 2024-2025 Housing & Homelessness Annual Report for information.

2024-25

DISTRICT OF PARRY SOUND ANNUAL HOUSING AND HOMELESSNESS PLAN REPORT



TABLE OF CONTENTS



MESSAGE FROM THE BOARD CHAIR	03
HOUSING PROGRAMS	04
ESPRIT PLACE FAMILY RESOURCE CENTRE	05
INCOME SUPPORT AND STABILITY	06
INCOME SUPPORT AND STABILITY CON'T	07
TENANT SERVICES	09
MAINTENACE AND CAPITAL PROJECTS	10
MOVING FORWARD	11
APPENDIX A	12

A Message from the Chair of the Board

On behalf of the District of Parry Sound Social Services Administration Board, I am pleased to present our 2024-2025 Housing and Homelessness Annual Report.

As Chair of the Board, I've witnessed the ongoing challenges our community faces in accessing housing that is safe, affordable, and suited to their needs. Despite these obstacles, I'm heartened by the meaningful progress we've made—and this report highlights the growing momentum toward lasting, impactful change.

Working alongside municipal leaders, non-profit organizations, and provincial agencies, we're focused on creating housing solutions that truly reflect the unique needs of our rural communities. From affordable rental units for seniors and low-income families, to transitional housing for individuals with complex needs, to safe spaces for women and children in crisis, and emergency supports for those experiencing or at risk of homelessness—our goal remains clear: to ensure everyone in our District has a safe, stable place to call home.

This is not a short-term effort. It is part of a long-term vision grounded in compassion, equity, and sustainability. Our teams continue to find ways to get out into the community and engage with residents and those experiencing challenges. They continue to explore innovative solutions tailored to rural realities. Our approach is supported by data, shaped by local voices, and informed by the belief that housing is the foundation upon which people build their lives.

As we move forward, engagement is essential. Whether you are a resident, a community leader, a housing provider, or someone who cares deeply about our collective well-being, your support will be invaluable to this effort.

Thank you for your continued support and dedication to creating a stronger, more inclusive future for everyone in our District.

A handwritten signature in black ink, appearing to read 'Rick Zanussi', with a stylized flourish at the end.

Rick Zanussi, Board Chair
District of Parry Sound Social Services Administration Board

Housing Programs

Housing Programs is committed to building and maintaining strong relationships with local non-profit and affordable housing providers. We also collaborate closely with community organizations such as Community Living and Community Mental Health Association to support their clients through housing funding initiatives, this collaboration is essential to developing sustainable, effective solutions to housing challenges. By working together, we can better respond to the diverse and evolving needs of our communities.

In 2024, four housing providers successfully completed projects funded through the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI). These projects addressed a range of interior and exterior repairs, including the installation of new windows, replacement of shingles and siding, repairs to walkways and retaining walls, and bathroom upgrades. We look forward to continuing this important work in 2025–2026, with new repair projects under these funding programs.

In addition to supporting various funding initiatives, we continue to collect and analyze data to better understand the housing needs across the District of Parry Sound. A key tool in this effort is the Centralized Wait List (CWL) for rent-geared-to-income (RGI) housing. This list tracks unduplicated applicants who are seeking affordable housing options, offering critical insight into both demand and service gaps. The CWL for rent-geared-to-income (RGI) housing in the District of Parry Sound continues to reflect a high level of housing need. The data shows ongoing pressure on rent-geared-to-income housing supply, with new applications consistently outpacing the number of households successfully housed.

2023-2024 comparison:

- A **decline in new applications** from 101 in 2023 to 81 in 2024.
- **Increased cancellations** from 104 in 2023 to 131 in 2024.
- Despite the increase in households housed (from 18 to 21), the **overall supply remains insufficient** relative to demand.
- The number of SPP applicants housed dropped from 5 in 2023 to 2 in 2024.

Overall, the data reinforces the critical need for expanding affordable housing options in the district and continuing to improve the efficiency and responsiveness of the housing access system.

YEAR-END RECAP

26

New households received portable housing benefits (COHB)

12

Households received rent supplement

3

Ontario Renovates accessibility grants provided

10

Ontario Renovates loans discharged with fulfilled terms

Esprit Place Family Resource Centre



During the majority of 2024, Esprit Place Family Resource Centre was closed for a major renovation project. During the closure we continued to provide support to women and children fleeing violence or at risk of violence. This included Outreach and Crisis support, as well as some community programming with other agencies. We worked closely with Interval House and Chrysalis in Muskoka to make sure women fleeing violence were able to seek relief within a shelter that was not too far from the District of Parry Sound.

While the shelter was closed, we opened two Transitional Housing Units in the Town of Parry Sound. We were able to house three different families during that time. One family is still occupying one of the units and the other two have secured permanent housing. We worked closely with other DSSAB Programs to support our families with counselling, finances, and housing support during our closure. Going forward a Violence Against Women (VAW) Transitional housing unit will remain part of the program.



In conclusion, as we continue to face an ongoing housing crisis and inflation, we strive to maintain strong connections within our agency and with community partners, to create innovative solutions to help the women in our community to break the cycle of gender-based violence. Staying on top of the changing needs within our district requires commitment, knowledge, communication and reliance on our staff and community partners for every client to succeed.

1627

Hours of direct service
(shelter and counselling) in 2024.



Income Support and Stability

With the goal of furthering our integration and to enhance the client journey and supports as we entered Employment Services Transformation in 2024, we have merged our Ontario Works Case Worker and Housing Stability Program Community Relations Worker roles into a new enhanced position, called [Integrated System Navigators \(ISN\)](#). The ISN will provide outreach, navigation and coordination for any person centered supports along the client's journey through the social services continuum, from homelessness to employment or from Ontario Works (OW) through to Ontario Disability Support Program (ODSP) and beyond. The goal is that the client will only have to tell their story once and we will be able to continue providing supports for clients as they exit OW, or are granted ODSP, to enhance life and housing stabilization. Building on the merging of positions, the program continues to take a proactive approach to case management when identifying individuals at risk or experiencing homelessness. Staff in the Parry Sound office, and South River office meet bi-weekly where they discuss cases that need additional wrap around supports, and together they work as a larger team to support the success of obtaining safe, affordable and secure housing.

In 2024, Income Support and Stability put a focus on Community Outreach. Outreach is a vital tool for connecting people to services, resources and opportunities they either may not access or know how to access. It helps build trust, and extends support beyond traditional settings, meeting individuals where they are at physically, emotionally and socially. Staff attended local events to promote the supports and services the program could offer. They were also creative with working at locations to provide various access points to support. You could find them and continue to find them in our local Municipal Offices, Food Banks, Employment Offices, Community Meals, or Libraries.

Outreach continues to be a high value action in our program because it is about seeing the unseen, hearing the unheard, and extending a hand of support before being asked for one.

Housing & Homelessness Resources

[Transitional units - What has this looked like for housing and supports for clients?](#)

Income Support and Stability entered into an agreement with the Parry Sound Housing Corporation and rented four units in South River for Transitional units. The mission is to enable vulnerable individuals to improve their quality of life through individualized support by providing affordable safe housing for individuals and dependents for a period of six months, by meeting goals based on their personal strengths and motivation for change. The program offers nurturing, non-judgmental, support and connects the participants to community supports. The experience has enhanced our Income Support and Stability team's confidence in case management and fostered stronger partnerships with community organizations

[Encampment Tracking](#)

In response to the need for a more effective management of homeless encampments in our district, our organization has developed and implemented a new approach for tracking within our own internal system called FIIT. This method aims to track the homeless population in conjunction with our By Name List. This new tracking system will enhance our ability to provide targeted support and resources to those in need. The benefits will have real time updates and data integration with our collaborative platform that can be viewed by anyone in the agency with access to our program.

By-Name List

The By-Name List (BNL) is a real time list of all known people who are experiencing homelessness in our community that are willing to participate in being on the list and connecting with our agency for ongoing support to maintain affordable and sustainable housing. The individuals who are connected to this program are provided Intense Case Management support with the foundations of Coordinated Access. From September 1st, 2021 - December 31st, 2024, the Income Support and Stability team supported 260 individuals to become housed in our community. The work to become housed is done by the individual. The success of being housed belongs to them—we, as ISNs, are simply fortunate to support and witness it.



Income Support and Stability - PARTNERSHIPS

HOME MAKERS PROGRAM

We have entered into a new service agreement with Alejandra Recreation Therapy Service to provide Homemakers supports to eligible clients. This program will help address some gaps in the system to allow seniors and low-income individuals to stay in their homes longer with some basic supports such as meal prep, light housekeeping or grocery shopping.

COMMUNITY COUNSELLING OF NIPISSING

To address the growing waitlist for our clients in the South River office that require mental health support, psychological assessments, assistance applying for ODSP, CCNIP has increased the numbers of days per month they can assist our clients. This has been a successful initiative for our clients.

PARRY SOUND DISTRICT EMS COMMUNITY PARAMEDICINE

A partnership was formed between the Community Paramedicine (CP) program to improve quality of health and access to health care supports. Our ISN's can complete a referral form to the CP program and working together they will connect with the client to assess needs and help navigate health care concerns. The partnership between the ISN and Paramedics is fluid and communicative.

MOBILE CRISIS RESPONSE TEAM (MCRT)

This program is designed to help police and health partners collaborate with service providers. The program has a police officer and mental health worker respond to a person in crisis. Income Support and Stability staff have built strong relationships with this team and have referred many people to this service and in turn received referrals from the MCRT Team.

ONTARIO PROVINCIAL POLICE EMERGENCY STAY

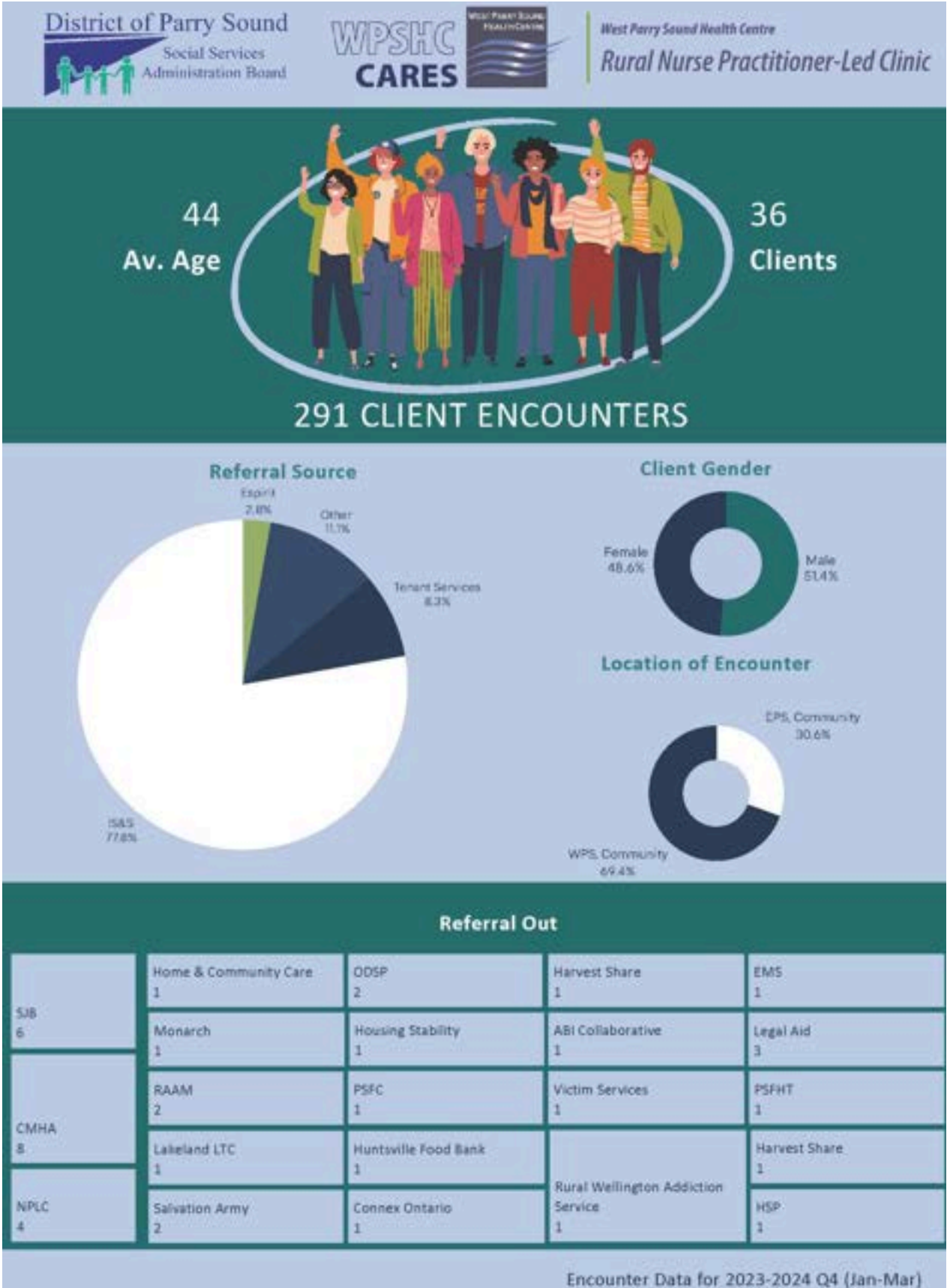
This partnership is critical in ensuring that those in immediate need have access to temporary, safe shelter during a vulnerable time. Officers can assist individuals after hours with a hotel stay and connect the person to the DSSAB the following day for supports. This is only successful because of the support provided by local hotel owners.

ELIZABETH FRY SOCIETY OF SIMCOE/ MUSKOKA

To continue to support our Under 18 Ontario Works participants, we renewed our service agreement with the Elizabeth Fry Society of Simcoe Muskoka to provide trustee support to those participants, as required by the Ontario Works Act.

WEST PARRY SOUND HEALTH CENTRE

The West Parry Sound Health Centre has dedicated a Mental Health and Addictions Social Worker to the DSSAB. This individual has a work space at the DSSAB and supports ISN’s with navigating complex cases who would benefit from mental health and/or addiction supports. The benefit from this partnership for DSSAB clients is they will have improved quality of health and access to health care support.



Tenant Services



We are excited to share that a collaboration with Housing Programs has resulted in a Community Relations Worker (CRW) now permanently placed within the Tenant Services Program. This important step strengthens our commitment to supporting families across the district. This role is integral to the effective management of family unit tenancies across East and West Parry Sound. Responsibilities include overseeing tenant offerings, leasing, move-ins, and move-outs, seasonal newsletters, as well as providing ongoing support to promote successful and stable tenancies. We're enhancing our focus on tenant engagement by expanding educational opportunities and providing support for both tenants and landlords. These efforts aim to more effectively serve residents in both Rent-Geared-to-Income (RGI) and Affordable Housing programs.

Tenant educational sessions have continued to receive positive feedback, offering helpful and engaging content for residents. A highlight of the year was our district-wide summer BBQ events. These gatherings were attended by tenants from LHC and Non-Profit housing. Thanks to the local Fire Department, kids got to cool off with a fun sprinkler shower, which was a big hit! We have also begun a series of chair yoga sessions at one of our seniors' buildings, which will help promote mobility and healthy movement in seniors.

Another milestone this year was the successful launch of the YARDI Tenant Portal, which went live in the fall. Tenants are actively using the platform to communicate with Tenant Services staff, submit maintenance requests, and pay rent—all in one convenient place.

Challenges

One of the ongoing challenges has been supporting aging tenants, particularly those with limited access to family or friends. We're seeing a growing prevalence of confusion and dementia among residents, yet there are limited resources readily available to meet their needs. In addition, a significant number of our housing units are in serious disrepair, requiring extensive maintenance that, in many cases, has meant displacing tenants temporarily. This has been a financial strain and has placed added pressure on our capacity to deliver consistent housing support.

Maintenance and Capital Projects

In 2024, we continued to focus on long-term strategic planning to meet the growing housing needs within our district while also addressing the ongoing challenge of homelessness. With guidance from our Building Condition Assessments, we have ensured that capital planning remains a priority. In 2025, several major capital projects are underway, including a full siding replacement on one of our apartment buildings, roof and window replacements on one of our office buildings, and a critical repair to the retaining wall and parking area at one of our senior buildings. These improvements are part of our broader plan to maintain and modernize our existing housing stock.

We have prioritized one-bedroom units throughout 2024 due to sustained demand identified through the Centralized Wait List. A structured turnover timeline is now in place, allowing us to bring these units online more efficiently and better serve applicants in need of smaller spaces.

The implementation of our Asbestos Management Plan will be formalized in 2025, with several remediation projects already completed and scheduled throughout 2024. Ensuring the safety and well-being of our tenants remains a top priority, and this work reflects our ongoing commitment to health and compliance standards.

The Maintenance team worked very hard in 2024 in modernizing processes such as Inspections, and Procurement. When working with the tenants during the inspection process, we find this provides an excellent opportunity to further develop connections. Our hope is to assist the tenants in sustaining their tenancy.



Parry Sound Window Replacement Project

In partnership with the Income Stability and Support Services (IS&S) program, we have actively increased the number of transitional units within the district. The 4 newly renovated units in South River have been designated specifically for the Transitional Housing Program, with occupancy prioritizing individuals experiencing chronic homelessness. There are also 3 other dedicated transitional units throughout the district. Through this partnership, we have provided the stepping stones (physical space), that will help people stabilize and transition toward permanent housing. By fostering collaborative relationships like this, we are increasing the diversity of our housing stock and creating opportunities for the many residents in need of our services.

MOVING FORWARD



2025-26

As we look toward 2025-26, Housing First remains at the core of our homelessness reduction strategy, expanding access to permanent housing options that are integrated with wraparound supports such as mental health services, addiction recovery resources, and case management. These partnerships are helping chronically homeless individuals and families regain independence and housing stability. We continue to build and strengthen our connections with local service providers, coordinate support systems and respond proactively to housing crises. Through collaboration, funding and innovation, we are working together to ensure everyone has access to safe, stable, and affordable housing.

Appendix A: Annual Reporting Template

Reporting on the progress of the Plan

Objectives	Outcomes	Measures	Targets	Annual Progress
To focus on creating additional transitional units within the District to assist chronically homeless people.	Increase transitional housing including supports.	Number of transitional units created per year.	Increase by one unit per year.	The four transitional units in South River continue to be fully utilized by our Income Support and Stability team. Clients are housed for up to six months while working with Income Support Navigators to secure sustainable, long-term housing. A VAW unit will remain with Esprit moving forward.
To work with Non-Profit and private sector developers to increase market and affordable homes within the District.	To improve access to housing for people across all levels of the housing spectrum.	Number of market and affordable homes created per year.	Create 10 affordable units per year.	There were no increases to the number of housing units in 2024. However, Housing Programs continued to work closely with non-profit housing providers to access funding aimed at repairing and preserving existing housing stock.
To utilize COCHI funding to support the sustainability of our Indigenous Non-Profit housing provider.	Working toward a Memorandum of Agreement to increase partnerships, coordinated access to services with culturally based services with Indigenous Partners.	Number of Indigenous rent-gearred-to-income units supported by COCHI.	Repair 5 units through COCHI.	COCHI funding was provided to GBNNPHI to repair entrance enclosures and replace windows in two buildings. This investment helps maintain the structural integrity and overall condition of the properties, ensuring they remain safe, energy-efficient, and in good repair for current and future residents.

Objectives	Outcomes	Measures	Targets	Annual Progress
To provide Home Ownership and Ontario Renovates programs to assist homeowners in remaining in their homes & supporting those looking to enter the homeowner market.	To assist with the excessive cost of purchasing a home & the costs associated with aging housing stock.	Number of households supported through Home Ownership & Ontario Renovates programs.	Complete 2 Home Ownership agreements & 8 Ontario Renovates projects over 5 years.	<p>Housing Programs provided funding to three households in 2024 through the Ontario Renovates program specifically for accessibility-related renovations. There was no funding allocated for non-accessibility home repairs during this period.</p> <p>However, the program aims to expand to include support for general home repairs, helping more households maintain safe and stable housing.</p>
To continue to work toward development of innovative Housing First strategies to reduce homelessness.	To continue rapid rehousing & providing the supports necessary to achieve long-term housing stability.	CHPI statistics including number of people housed.	Successful interventions as determined by the number of people housed.	By-Name List (BNL) is a key tool used in Housing First to reduce homelessness effectively and strategically. To date, Income Support and Stability have housed 260 individuals.
To focus on the development and maintenance of relationships with community partners and services across the District.	To continue to build and maintain coordination and communication networks to further support clients.	Ongoing commitment to participating in networks.	Continued active participation in community networks.	Each housing department strives to maintain and strengthen relationships with both internal and external partners to best meet the needs of clients and tenants accessing supports through our agency. Every partnership is unique and plays a vital role in delivering vital wraparound supports tailored to those we serve. We continue to collaborate with local Non-Profit housing providers, WPSHC, Salvation Army, YMCA Employment Centre, Harvest Share, among many others.



REPORT TO THE BOARD OF DIRECTORS

DATE PREPARED: June 12, 2025	PROGRAM: Administration
MEETING DATE: June 12, 2025	REPORT NO: 9.3
PREPARED BY: JJ Blower, Communications and Administration Officer	PRESENTED BY: JJ Blower, Communications and Administration Officer
SUBJECT: Board Manual & Procedural Rules Update	

Proposed Resolution:

THAT the board approves the updated Procedural Rules, and receives the updated Board Manual for information.

Introduction:

The DSSAB Board Manual and Procedural Rules serve as key guiding documents that ensure consistency, transparency, and clarity in how the Board and its members conduct business. Periodic reviews of these documents are necessary to reflect organizational and operational changes, as well as ensure best practices in governance.

Background:

An internal review of the Board Manual and Procedural Rules is currently underway. The purpose of this review is to reflect recent updates and ensure continued alignment with DSSAB's administrative practices and expectations. These documents were last reviewed in April 2022. With a new DSSAB Board expected to be elected in the fall of 2026, preparations are underway to ensure a smooth transition and comprehensive onboarding process for incoming members. Specifically, the following areas are being addressed:

- Board Contact Information: Updates to reflect current board member names, titles, and contact details.
- Staff Contact Information: Revisions to ensure the administrative contact list reflects accurate staff roles and up-to-date communication details.
- Virtual Meeting Conduct and Attendance:
 - A new clause to clarify expectations for member attendance and engagement during virtual meetings.
 - A rule requiring board members to have cameras turned on for the duration of meetings, including during in-camera sessions.
 - A requirement that members participate using devices that ensure privacy and confidentiality for in-camera discussions.

These updates aim to strengthen professionalism, engagement, and confidentiality during board meetings, particularly as virtual participation continues to be a regular practice.

Financial Considerations:

The preparation of this report did not involve any direct costs, other than the use of staff time.

Strategic Initiatives:

This work directly supports the DSSAB's Strategic Initiative of **Achieving Organizational Excellence** by:

- Promoting good governance through clear, current, and transparent procedural rules.
- Improving accountability and engagement by setting consistent expectations for board member conduct and participation, especially in virtual settings.
- Strengthening internal communication by ensuring all board and staff contact information is accurate and accessible.
- Enhancing confidentiality practices through updated protocols for in-camera sessions, contributing to a culture of professionalism and trust.

These updates help ensure the Board operates effectively, is responsive to modern governance needs, and maintains the high standards expected by the communities we serve.

Legislative/Risk Analysis:

Maintaining up-to-date governance documents such as the Board Manual and Procedural Rules is essential to mitigating organizational risk and ensuring compliance with relevant legislation, including the Municipal Act and related accountability and transparency requirements. Clearly defined rules around meeting conduct, attendance, and confidentiality - particularly in virtual settings - help reduce the risk of procedural disputes, breaches of privacy, and governance gaps. These updates strengthen the Board's ability to operate within a sound legislative framework and demonstrate due diligence in preparing for future board transitions.

Recommendation/Conclusion:

THAT the board approves the updated Procedural Rules, and receives the updated Board Manual for information.

District of Parry Sound



Social Services
Administration Board

BOARD MANUAL



Updated
June 2025

Our Vision

A community where people know they are valued, belong and have opportunity and purpose.

Our Mission

To foster healthier communities by economically providing caring human services that empower and enable the people we serve to improve their quality of life.



Background

The District of Parry Sound Social Services Administration Board evolved from a District Welfare Administration Board (DWAB) which delivered General Welfare Assistance, Child Care and related programs for over twenty years. The DSSAB, as Municipal Service Manager, delivers Ontario Works, Children's Services and Social Housing Programs. The DSSAB Administration includes the CAO office, Human Resources, Finance, Information Technology and Communications. Legal and other professional services are purchased externally.

The District of Parry Sound Social Services Administration Board (DSSAB)

The District of Parry Sound Social Services Administration Board (DSSAB) is a fifteen (15) member Board established under the DSSAB Act. The Board, comprised exclusively of municipally elected officials and elected members from the Townships Without Municipal Organization (TWOMO), exercise powers, duties and responsibilities in the territorial district of Parry Sound, relating to Social Services. Accordingly, the levy is raised annually from area municipalities and combined with Ministry funding to meet expenditures.

The DSSAB is a corporation established under the DSSAB Act. Board members must reside within the geographic boundaries of the DSSAB, or they must be an owner/tenant of property within the district, or have a spouse who is an owner/tenant of property within the district. A Board member from incorporated municipalities must be a member of a municipal council. The composition of the Board is prescribed by Regulation. Municipal councils select Board members for each area as prescribed by regulation for a four year term. The residents and/or property owners of all of the unincorporated territories elect two members from the unincorporated territories (Area 7) for a four year term. The term of a Board member may not exceed four years. However, members may be appointed for subsequent terms. A chairperson and a vice-chairperson must be elected from the Board members at the beginning of each year, for a one-year term. Those elected to these positions may be re-elected in a subsequent year.

Board Member Absences: If a Board member is absent for three consecutive meetings, they are considered to have forfeited their membership, unless their absence is authorized by the Board.

Procedural Rules outline the general operating procedures of the Board.

Legislative Authority

- 1) The DSSAB Act
- 2) The Housing Services Act, 2011
- 3) The Child Care and Early Years Act
- 4) The Ontario Works Act
- 5) Residential Tenancies Act
- 6) Municipal Freedom of Information and Protection of Personal Privacy Act
- 7) Personal Information Protection and Electronic Documents Act
- 8) Employment Standards Act
- 9) Health and Safety Act
- 10) Emergency Management Act
- 11) The Municipal Act

The District Social Services Administration Boards Act provides the following authority to each individual Board:

- 1) Apportion costs to municipalities within the geographic territory
- 2) Charge municipalities interest and penalties for non-payment of amounts
- 3) Receive payments for social services from the Province of Ontario
- 4) Remit payments for social services to the Province of Ontario
- 5) Borrow money (up to 25% of the yearly estimates)
- 6) Provide for a reserve not exceeding 15 % of the total estimates for the year
- 7) Provide estimates to the clerk of each municipality within the geographic territory on or before March 31st of that year
- 8) Any authority provided to the Board under another Act
- 9) Appoint an administrator and any staff that is necessary

The two (2) most important powers conferred to a Board are cost apportionment and the appointment of an Administrator. Both powers are subject to provincial approval to insure accountability to the minimum provincial standards set by legislation and regulation.

Legislative Authority

Cost Apportionment

Cost apportionment is the term used to describe how the municipal costs of social services are apportioned to member municipalities by the DSSAB. Current value less exempt assessment is used. Each municipality pays a portion of the municipal costs of social services determined by their portion of the total value less exempt assessment for the district. In effect, cost apportionment represents a form of indirect taxation.

A municipality's total assessment changes as the local economy alters the values of residential properties, business and resource infrastructure. In particular in Northern Ontario, resource infrastructure such as pipelines, mines and exempt property can greatly affect a local municipality's total assessment. Further, as defined by the Municipal Act, regular reassessment of the current values of property results in assessment values that are updated regularly.

This apportionment method is set by Regulation and can only be modified or changed by a double majority. A double majority is defined by a majority of the municipalities represented by Board members consent and the municipalities represented by the members' consent also contain a majority of the electors in the Board's district.

Under the various different Acts and Regulations, an administrator is required to insure that the provincial standards of delivery are met by the service delivery organization. This has altered the definition of "municipal discretion" and local governance.

The standards of legislation create governance roles for Board members that are separate from the administrative and operations details of delivering services.

Legislative Authority

Governance

Governance for a District Social Services Administration Board is a mixture of monitoring and decision making regarding the broad responsibilities of the DSSAB. The District Social Services Administration Board is a corporation under the Ontario Corporations Act, and as such, Board members act for the corporation, which is a separate governance role than as a representative from any particular municipality or group of municipalities.

Board members are required to make decisions related to how the resources in the organization are organized to deliver services in order to meet the provincial standards.

Board members are accountable as a “Consolidated Municipal Service Manager” to insure that provincial standards are met, that the member municipalities contribute the funds required under legislation, and the organization is an effective guardian of public funds.

This stewardship is facilitated by Board procedures, which require regular financial and program reports from staff. Ultimately, this responsibility involves taking action based on the results of independent audits and program reviews conducted by the provincial government.

Legislative Authority

Appointing an Administrator

The DSSAB Act provides the authority to the Board to appoint a staff person as the “administrator”. The appointment is subject to the approval of the Minister of Children, Community and Social Services. Administrator is a term of reference in the various acts related to social service delivery. The Chief Administrative Officer is the appointed “administrator” for the District of Parry Sound Social Services Administration Board.

The legislation provides the Administrator with the authority under the statutes to deliver the programs and to make decisions in regards to the set standards within the legislation. Delegation of the legal authority is mandated by the Acts and prescribed by Regulation. Discretionary authority under social service legislation is described as the authority to provide services which exceed the minimal provincial standards.

Delivery of Service

The staff of the DSSAB delivers the mandated services. At present, this DSSAB is responsible for the delivery of Ontario Works, Children's Services, Violence Against Women (VAW) services, Housing and Homelessness services, and is the designated “consolidated municipal service manager” or CMSM , for these services. In Northern Ontario the designated CMSMs are the DSSABs. In Southern Ontario the designated CMSM is usually the regional municipality. The Ontario Works Branch of the Ministry of Community and Social Services (MCSS) is responsible for the District Social Services Administration Boards Act, which provides a governance and accountability framework for the DSSABs. Each year service plans are prepared and submitted to the various Ministries for each program area.

Board Discretion

While a DSSAB Board must insure that the programs are delivered according to provincial standards there is considerable flexibility involved with the approaches the Board may choose.

The size of the organization is within the discretion of the Board provided the standards are met. The Board does not have to directly deliver services but may contract out delivery to other provincially approved delivery agents. Approved delivery agent’s range from the private sector to non-profit agencies, municipalities or other Boards.

Board Finances

A budget for all Board activities and costs is prepared annually. The individual programs that are delivered by the Board have different levels of provincial funding and cost sharing arrangements. Therefore, determining the actual municipal costs to be apportioned amongst the members is a complex task involving the analysis of each program's funding agreement and determining how to best ensure the efficient use of provincial funding opportunities, while minimizing the municipal funding impact.

The DSSAB will also have various programs with funding envelopes of one-time costs or special costs. Some of these are 100% provincially funded. The Board may also undertake its own special projects at 100% cost to the Board or seek out funding pockets from other levels of government (provincial & federal).

DSSAB Programs

Ontario Works

The Ontario Works Act, 1997 provides the framework for social assistance in Ontario. The Ontario Works program provides income support and stability services to assist individuals with their basic needs and accommodation while focusing on obtaining paid employment. Financial Assistance is provided to eligible persons who demonstrate need and satisfy the requirements to pursue and retain employment. We operate on the principles of respect and dignity for all, enhancing self-esteem, fostering independence, self reliance and community contribution.

Learn more at: www.psdssab.org/ontarioworks

Housing Services

The Housing Services division offers many programs and services to support residents of the District of Parry Sound. Community housing units are owned and operated by local housing, non-profit or co-operative housing corporations. The province regulates community housing through the Housing Services Act (HSA) as well as the Residential Tenancy Act (RTA). In the District, we have a mix of non-profit and affordable housing providers.

The District of Parry Sound Social Services Administration Board owns and operates 215 units in the District through the Parry Sound Housing Corporation. All of these units are 100% rent-geared-to-income (RGI), and are a mix of types (family units, single units, and senior units).

In addition to the DSSAB stock, there are 146 units of non-profit housing stock in the District, including a mix of RGI and market units.

Our Homelessness Prevention Program assists community members with housing issues. We also provide tenant and landlord education, tenant and landlord mediation, and public education on homelessness and affordable housing issues.

DSSAB Programs

Children's Services

The DSSAB is the appointed Children's Services Manager for the province within the District of Parry Sound, providing operating subsidies and quality assurance supports to licensed child care programs through service agreements. The DSSAB also operates a Directly Operated Child Care program offering a wide range of options for families. Our programs provide a safe, secure, healthy and enriching environment for children. Child Care Fee Subsidy provides financial assistance to eligible families, enabling them to access a range of child care programs and supports. The DSSAB directly operates four (4) Early Learning and Child Care Centres across the District including Waubeek in Parry Sound, First Steps in South River, Highlands in Emsdale and Fairview in Powassan. The Home Child Care Program (HCC) provides quality care in approved, supervised homes throughout the District. EarlyON Child and Family Centres are great places for adults and children up to six (6) years of age to drop in, meet, share, play and find friendly support and information. The DSSAB's Inclusion Support Services (ISS) is an early intervention program for children up to six (6) years of age with special needs. In addition to our directly-run programs, the DSSAB also provides operating subsidies and quality assurance supports to other children's services programs through service agreements.

Women's Services / Esprit Place Family Resource Centre

The Women's Services division operates Esprit Place Family Resource Centre, which includes ten (10) beds of emergency accommodation for women and children experiencing domestic violence. Esprit Place has been serving the District since 1986. At Esprit, we provide safe and secure accommodation 24 hours a day, seven (7) days a week. Our first priority is to assist women who have been abused, with or without their dependent children. We also provide accommodation for women with other needs, such as a personal or housing crisis. Women who do not reside at the shelter are also able to access the following services: 24 hour crisis line, individual support counseling, group counseling for women and children, parenting support referrals, assistance in accessing community, social, housing, medical and legal services, accompaniment to court and legal appointments. We operate a satellite office in South River for Community Outreach, Transitional Housing Support.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

1. Interpretation

In the Procedural Rules,

- (a) "Board" means the District of Parry Sound Social Services Administration Board.
- (b) "Chair" means the Chair of the District of Parry Sound Social Services Administration Board.
- (c) "Vice-Chair" means the Vice-Chair of the District of Parry Sound Social Services Administration Board.
- (d) "Member" means a Member of the District of Parry Sound Social Services Administration Board.
- (e) Committee Chair means the Chair of a Committee of the District of Parry Sound Social Services Administration Board.
- (f) Chief Administrative Officer (CAO) means the CAO of the District of Parry Sound Social Services Administration Board.
- (g) "Rule of Procedure" means the rules and regulations provided in these Procedural Rules.

2. Rules of Procedure Adopted

The proceedings of the District of Parry Sound Social Services Administration Board and all Committees thereof, the conduct of the Members and the calling of meetings shall be governed by the provisions of the Procedural Rules and the rules and regulations contained in the Procedural Rules, provided that the rules and regulations contained herein may be suspended by a vote of not less than eight members of the Board present and voting, excluding the Chair, and except as provided herein, the rules of parliamentary procedure as contained in Bourinot's Rules of Order Current Edition, shall be followed for governing the proceedings of the Board and the conduct of its members.

3. Execution of Documents

Whenever to give effect to any resolution or Procedural Rules of the Board or to perform any of the statutory duties of the Board the execution of any document is required, the Chair and the CAO are hereby authorized for and in the name of the Board to execute and to affix the seal of the Board, as needed, to such documents.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

4. Recording Equipment

(a) At the meetings of the Board or its Committees, the use of cameras, electric lighting equipment, flash bulbs, recording equipment, television cameras and any other device of a mechanical, electronic or similar nature used for transcribing or recording proceedings by auditory or visual means by any person other than the Administrative Officer of the meeting including but not limited to, members, representatives of any news media whatsoever or members of the public is prohibited unless authorized in advance by the Chair or Committee Chair as the case may be.

(b) When exercising the discretion to authorize the use of equipment such as described in (a) regard shall be had as to whether the use will be a distraction to the meeting and to whether there is an Administrative Officer of the Board present with the capability of providing a complete record of the meeting.

5. Election of Chair and Vice-Chair

The CAO shall act as Chair and the election shall proceed in the normal manner by resolution of the members present provided that before a vote is taken, the person nominated must agree to serve as Chair. When a Chair has been elected, the CAO shall vacate the chair and the Chair shall preside over the election of the Vice-Chair, which shall proceed in a like manner.

6. Chair

The Chair shall be entitled to vote at all meetings of the Board and shall be ex-officio a member of all Standing and other Committees of the Board and entitled to vote at those meetings.

7. Vice-Chair

The Vice-Chair shall be entitled to vote at all meetings of the Board and shall be ex-officio a member of all Standing and other Committees of the Board, when acting in place of the Chair and entitled to vote at those meetings.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

8. Duties of Chair

It shall be the duty of the Chair or other presiding officer:

- (a) to open the meeting of the Board by taking the Chair and calling the Members to order;
- (b) to announce the business before the Board in the order in which it is to be acted upon;
- (c) to receive and submit, in the proper manner, all motions presented by the Members of the Board;
- (d) to put to vote all questions, which are regularly moved and seconded, or necessarily arise in the course of the proceedings, and to announce the result;
- (e) to decline to put to vote, motions which infringe upon the rules of procedure;
- (f) to restrain the Members, when engaged in debate, within the rules of order;
- (g) to enforce on all occasions, the observance of order and decorum among the Members;
- (h) to call by name, any Member persisting in breach of the rules of order of the Board, thereby ordering the member to leave the meeting;
- (i) to receive all messages and other communications and announce them to the Board, with the support of the Administrative Officer;
- (j) to authenticate by their signature, when necessary, all Procedural Rules, and resolutions;
- (k) to inform the Board when necessary, or when referred to, for the purpose on a point of order or usage;
- (l) to select Members who are to serve on committees when directed to do so by a resolution of the Board;
- (m) to adjourn the meeting when the business is concluded;
- (n) if they consider it necessary because of grave disorder, the Chair may adjourn the sitting without question put, or suspend the sitting for a time to be named by them.

9. Place

Meetings of the Board shall be held virtually with in-person meetings being held as required. In-person meetings shall be held at the place designated and used by the Board from time to time for such purposes.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

10. Ordinary Meetings

(a) Virtual meetings of the Board shall be held at the hour of 6:30 PM and in-person meetings shall be held at the hour of 7:00 PM on the second Thursday of every month unless otherwise provided by resolution of the Board or unless such a day shall be a public holiday or civic holiday in which case the Board shall meet at the same hour the next day, which is not a public or civic holiday, unless otherwise provided by resolution of the Board.

(b) Notice of all meetings of the Board setting forth the matters to be considered shall be given to all members of the Board by electronic means, not less than forty-eight hours in advance of the time fixed for the meeting.

11. Special Meetings of the Board

(a) The Chair may at any time summon a special meeting of the Board.

(b) The CAO may at any time summon a special meeting of the Board, in consultation with the Chair.

(c) Notice of all special meetings of the Board setting forth the matters to be considered at such special meetings shall be given to all members of the Board by electronic means, not less than forty-eight hours in advance of the time fixed for the meeting. The Administrative Officer shall give such other notice of the meeting to the members by telephone or otherwise as best can be done within the circumstances.

Order of Proceedings at Board Meeting

12.

(a) Presiding Officer: The Chair shall preside carrying out the duties authorized in Rule 8.

(b) Calling to Order: As soon after the hour fixed for the holding of the meeting of the Board and quorum is achieved, the Chair shall take the Chair and call the meeting to order. A quorum shall be 8 Members of the Board representing at least 4 of the 7 Areas.

(c) Absence of Chair: In the absence of Chair the Vice-Chair shall call the Members to order and shall preside until the arrival of the Chair and while so presiding the Vice-Chair shall have all the powers of the Chair. In the case of the absence of both, an interim Chair shall be appointed.

Board Member Absences: If a Board member is absent for three consecutive meetings, they are considered to have forfeited their membership, unless their absence is authorized by the Board.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

Order of Proceedings at Board Meeting

13. No Quorum

Lack of a quorum for a Board meeting may be resolved by one of the following procedures:

- (a) If no quorum is present to enable a meeting to commence one half hour after the time appointed for a meeting of the Board, the Administrative Officer shall, call the roll and record the names of the members present and the members shall stand discharged from waiting further.
- (b) When in the Chair's opinion, a Board meeting should not convene at the scheduled hour because of unforeseen circumstances on the day of a Board meeting that has been properly called then the Chair may:
 - i. direct the Administrative Officer to notify the members that the meeting will stand adjourned, not cancelled, at the appointed hour to reconvene at the same time of commencement on the next following day, or at such other time and place as the Chair shall then determine; or
- (c) If during the course of a Board meeting a quorum is lost then the Chair may:
 - i. declare the meeting stand adjourned, not ended, to reconvene at such time and place as the Chair shall then determine;
- (d) The Chair shall give notice of any meeting so adjourned and to be reconvened as best can be done within the time available.

14. Order of Business

The routine order of business for the ordinary meetings of the Board shall be as follows:

- Land Acknowledgement
- Declaration of Pecuniary Interest
- Approval of Agenda
- Minutes of Previous Meeting
- Deputations and Presentations
- Reports
- Outstanding Issues
- New Business
- Correspondence

And all business shall be taken up in the order of routine in which it stands as shown on the agenda unless otherwise decided by the concurring vote of the majority of the Members of the Board.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

Rules of Debate

15.

- (a) Every Member previous to speaking to any question or motion shall address the Chair.
- (b) When two or more Members attempt to speak, the Chair shall designate the Member who has the floor who shall be the Member who, in the opinion of the Chair, first spoke.
- (c) The Chair may on any question or matter request the CAO to respond or to initiate an appropriate response to the Board.

16.

Every Member present at a meeting of the Board when a question is put shall vote thereon.

17.

When a Recorded Vote is requested by a Member, or is otherwise required, the Administrative Officer shall record the name and vote of every member of any matter or question.

18.

If a Member disagrees with the announcement of the Chair that a question is carried or lost they may, but only immediately after the declaration by the Chair, object to the Chair's declaration and require a Recorded Vote to be taken, without any further comment or discussion.

19.

When a Member is speaking no other member shall pass between the speaker and the Chair or make interruption except to raise a point of order.

20.

Any Member may require the question or motion under discussion to be read at any time during the debate but not so as to interrupt a Member while speaking.

21.

No Member shall speak more than once to the same question without leave of the Board, except that a reply shall be allowed to be made only by a Member of the Board who has presented the motion to the Board, but not by any Member who has moved an amendment or a procedural motion.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

Rules of Debate

22.

No Member, without leave of the Board shall speak to the same question, or in reply, for longer than ten (10) minutes.

23.

- (a) A Member may ask a question only for the purpose of obtaining information relating to the matter under discussion and such question must be stated succinctly and asked only of the previous speaker.
- (b) Notwithstanding paragraph (a), when a Member has been recognized as the next speaker, then immediately before speaking such Member may ask a question of the Chair or an employee of the Board on the matter under discussion but only for the purpose of obtaining information following which the Member shall speak.
- (c) All motions shall be in writing with the mover and seconder recorded.

Points of Order and Privileges

24.

The Chair shall preserve order and decide questions of order.

Conduct of Members at Board Meetings

25.

No member shall disobey the rules of the Board or a decision of the Chair or of the Board on questions of order or practice or upon the interpretation of the rules of the Board; and in case a Member persists in any such disobedience after having been called to order by the Chair, the Chair may forthwith put the question, no amendment, adjournment or debate being allowed, “that such Member be ordered to leave their seat for the duration of the meeting of the Board”: but if that Member withdraws their remarks, they shall be permitted to retake their seat.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

Conduct of Members at Board Meetings

26. Members shall conduct themselves in a respectful, professional and ethical manner including conduct among themselves and towards employees of the DSSAB. Members are responsible for setting a positive example and to behave and communicate in a manner which will not offend, embarrass or humiliate others. A respectful workplace values:
- Diversity and human rights of others related to their race, national or ethnic origin, colour, religion, age, sex, marital status, family status, any physical or mental disability and sexual orientation
 - The dignity of a person
 - Courteous conduct
 - Mutual respect, fairness and equality
 - Collaborative working relationships
27. Members shall maintain, at all times the confidentiality of all confidential information and records of the DSSAB concerning matters dealt with In-Camera or that is determined to be confidential by the Chair of the Board. Members shall not make use of or reveal such information or records that are not in the public domain. Members shall comply with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Information Protection and Electronic Documents Act (PIPEDA) at all times.
28. Members must not accept gifts or personal benefits that are connected with their performance of the duties as a Board member of the DSSAB.
29. Members shall not misappropriate or use the Board's assets for personal use and shall ensure that all Board property assigned to them is maintained in good condition and shall be accountable for such property. No members shall bid on or receive any property that has been offered for sale.
30. All Board members participating in virtual meetings are required to have their cameras turned on for the full duration of the meeting to ensure active engagement and accountability. During in-camera (closed) sessions, participants must use devices and locations that support confidentiality. This includes using headphones when necessary, ensuring others cannot overhear or view the meeting, and preventing unauthorized access to meeting content or discussions. Failure to comply with these requirements may result in being deemed absent from the meeting or excluded from in-camera portions.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

Board Agenda

30. Order of Business

The CAO shall have prepared and printed a list of the items in the order of topics set out as the routine of business in Rule 14 hereof, for the use of each Member at an ordinary meeting.

(a) It shall be the duty of the CAO to ensure that the minutes of the last ordinary meeting, and all Committee meetings held more than five days prior to an ordinary meeting, together with the agenda delivered electronically to each Member not less than forty-eight hours before the hour appointed for the holding of such ordinary meeting.

(b) Such minutes as referred to in clause (a) of this paragraph may be adopted by the Board without having been read at the meeting considering the question of their adoption.

(c) Minutes may be amended by the correcting of the record if necessary for accuracy but not otherwise deleting portions thereof.

31. Committee Reports

No action shall be taken with reference to committee report recommendations, until adopted by the Board.

32. Outstanding Issues

The items listed in the order of the topics set out in the agenda of prior meetings which have not been disposed of by the Board and the date of their first appearance on the agenda shall be noted and repeated on each subsequent agenda until disposed of by the Board, unless removed from the agenda by leave of the Board.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

Voting on Motions

33.

- (a) Motion Required: No discussion shall take place prior to the Chair reading the motion, which has been duly moved and seconded.
- (b) Question Stated: Immediately preceding the taking of the vote, the Chair may state the question in the form introduced and shall do so if required by a Member.

34. Vote Not Allowed

A Member not present before the result of the vote on a question is declared, shall not be entitled to vote on that question.

35. Unrecorded Vote

The manner of determining the decision of the Board on a motion shall be at the discretion of the Chair and may be by voice, show of hands, or standing.

Proceedings in Board Meetings

36.

The rules governing the procedure of the Board and the conduct of Members shall be observed so far as they are applicable, provided that:

- (a) no vote shall be recorded, unless requested by a Member;
- (b) the number of times speaking on any question shall not be limited unless a Member moves that the vote be now taken;
- (c) no Member shall speak more than once, except to make an explanation until every Member who desires to speak shall have spoken.

37.

The Chair shall be entitled to vote at meetings thereof as a Member but shall not have a second or casting vote in the event of an equality of votes of any question.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

Proceedings in In-Camera Meetings

38.

A Board meeting may be In-Camera (closed to the public) when the subject matter under consideration involves;

- i. the security of the property and services of the Board;
- ii. the disclosure of intimate, personal or financial information in respect of a member of the Board or a committee or an employee or prospective employee of the Board;
- iii. the acquisition or disposal of property;
- iv. a decision in respect of negotiations with employees of the Board;
- v. an opinion of the Board's solicitor, disclosure of which would not be in the public interest;
- vi. decision concerning negotiations for an agreement or contract between the Board and a third party, or
- vii. the consideration of a request under MFIPPA/PIPEDA.

Proceedings in Committee Meetings

39.

(a) The Committee Chair or in their absence, such other Member of the Committee as may be appointed by the concurring vote of a majority of the Members of the Committee present, shall preside at every meeting and may vote on all questions submitted, but in case of an equal division of votes, the Committee Chair shall not have an extra casting vote and the question shall be deemed to have been decided in the negative.

(b) In the absence of the Committee Chair for a period of fifteen (15) minutes after the time appointed for the holding of a meeting of the Committee or if the Committee Chair leaves a meeting in progress, one of the other Members of the Committee, if there be a quorum present, may be appointed as provided in clause (a) of this paragraph and shall discharge the duties of the Committee Chair during the meeting or until the arrival or return of the Committee Chair.

(c) Upon the arrival or return, the Committee Chair shall have the option of assuming the chair. The option shall be exercised immediately following completion of discussion of the item under (d). If there be no quorum present thirty (30) minutes after the time appointed for the meeting, the meeting shall stand adjourned at the call of the Committee Chair.

(d) A majority of the Members of the Committee is necessary to constitute a quorum.

Procedural Rules

Procedural rules to govern the proceedings of the District of Parry Sound Social Services Administration Board.

Proceedings in Committee Meetings

40.

Where two (2) or more Committees of the Board meet in joint session and a resolution is passed at such a meeting, the resolution shall be deemed to be a resolution or decision of each committee, provided a quorum of each committee is present. The Chair of a joint session shall be chosen by the majority of the members present. When a member including the Chair is a member of more than one of the Committees meeting in joint session, the member may be counted with each Committee when calculating quorum but when voting in a joint session shall have only one vote.

41.

The CAO or their designate shall be the secretary of each committee and shall forward a copy of the minutes of each committee to the Chair and to the members of the Board as soon as available if necessary or with the agenda for the next regular meeting of the Board.

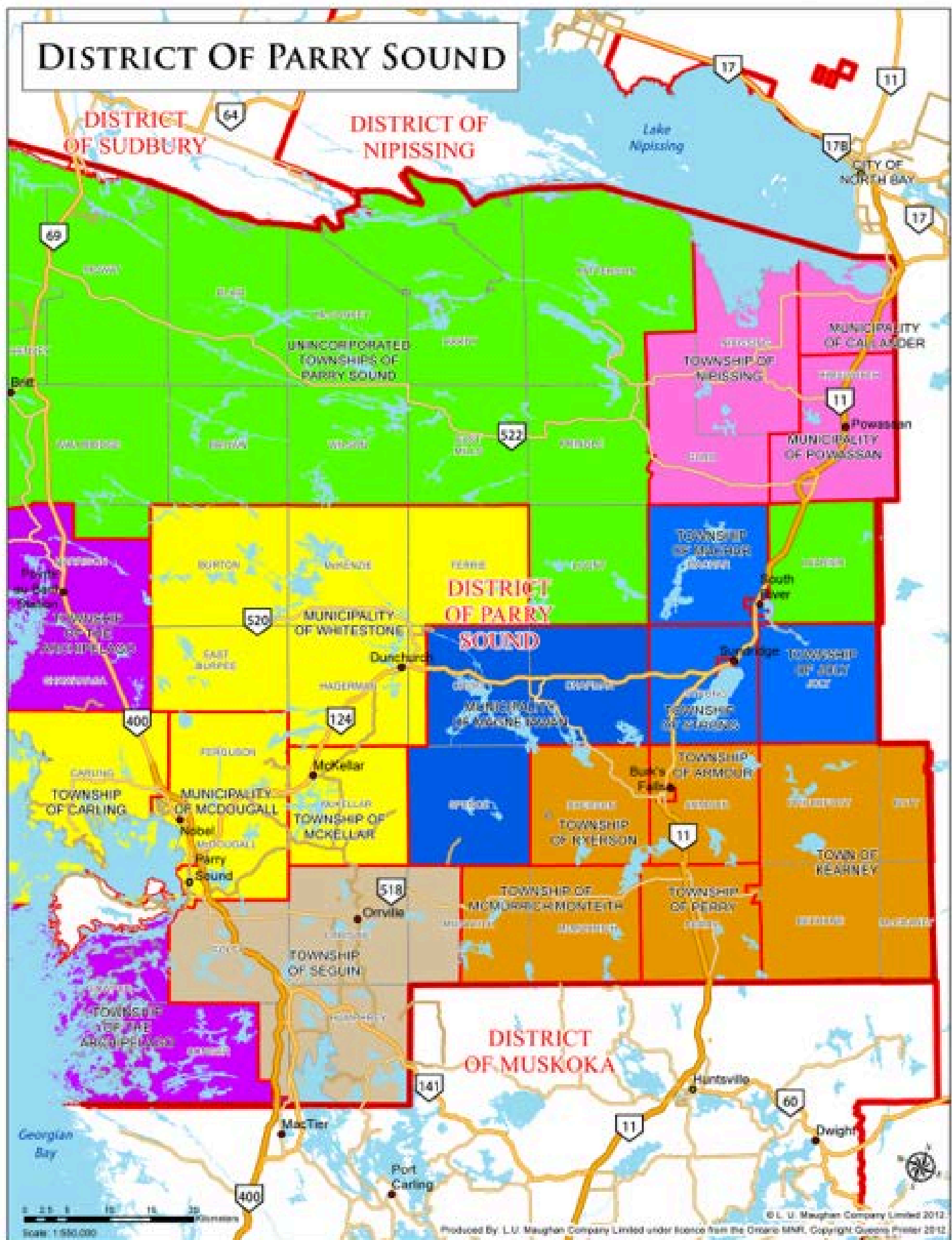
Amendments

42.

(a) This by-law shall not be amended or repealed except by a simple majority vote of the Members of the Board other than the Chair.

(b) No amendment or repeal of the Procedural Rules or any part thereof shall be considered at any meeting of the Board unless notice of proposed amendment or repeal has been given at a previous ordinary meeting of the Board and the waiving of this notice by the Board is prohibited.

DISTRICT OF PARRY SOUND



Area 1 Township of Seguin	Area 2 Town of Parry Sound Township of The Archipelago	Area 3 Township of Carling Municipality of Whitestone Township of McDougall Township of McKellar	Area 4 Town of Kearney Village of Burk's Falls Township of Armour Township of Perry Township of Ryerson Township of McMurrich/Monteith	Area 5 Village of South River Village of Sundridge Township of Joly Township of Machar Township of Strong Municipality of Magnetawan	Area 6 Municipality of Powassan Corporation of the Municipality of Callander Township of Nipissing	Area 7 Townships without Municipal Organization
-------------------------------------	---	---	---	---	--	---

Board Member Contact List

Name	Area	Phone Number	Email
Rick Zanussi (Chair)	Area 2	705-746-5135 (Home) 705-774-1777 (Cell)	rick@canadiancontractingservices.com
Jerry Brant (Vice-Chair)	Area 4	705-382-6502 (Home) 705-349-3131 (Cell)	minibs2010@hotmail.com
Gail Finnson	Area 1	705-732-1516 (Home) 249-988-0099 (Cell)	gailfinnson@seguin.ca
Jamie McGarvey	Area 2	705-746-85116 (Home) 705-938-0749 (Cell)	jmcgarvey@parrysound.ca
Janice Bray	Area 3	705-774-8796	councillor.bray@whitestone.ca
Joel Constable	Area 3	705-342-1008 (Home) 705-774-3163 (Cell)	jconstable@mcdougall.ca
Irene Smit	Area 6	705-840-0614	ismit@callendar.ca
Peter McIsaac	Area 6	705-491-0374	pmcisaac@powassan.net
Sharon Smith	Area 5	705-493-1007	ssmith@sundridge.ca
Ted Collins	Area 1	705-732-1299 (Home) 705-774-6754 (Cell)	ted@customboatworks.ca
Ted Knight	Area 7	705-746-1299 (Home) 705-773-9716 (Cell)	tedknight@cogeco.ca
Teresa Hunt	Area 7	705-346-4644	info@toyourdefence.com
Teri Brandt	Area 5	705-471-0879	teri_brandt@hotmail.com
Tom Lundy	Area 2	416-550-3434	tlundy@thearchipelago.ca
Ryan Baptiste	Area 4	705-349-3263	ryanbaptiste0@gmail.com

Senior Leadership Team

Name	Position	Phone Number	Email
Tammy MacKenzie	Chief Administrative Officer	705-746-7777 Ext. 5220	tmackenzie@psdssab.org
Sylvia Roy	Director of Finance	705-746-7777 Ext. 5254	sroy@psdssab.org
Danielle Villeneuve	Director of Human Resources	705-746-7777 Ext. 5237	dvilleneuve@psdssab.org
JJ Blower	Communications Officer/ Administrative Officer	705-746-7777 Ext. 5264	jblower@psdssab.org
Ian Holmes	Director of Information Technology	705-746-7777 Ext. 5250	iholmes@psdssab.org
Jeff Degagne	Director of Income Support & Stability	705-746-7777 Ext. 5414	jdegagne@psdssab.org
Jennifer Bouwmeester	Director of Women's Services	705-746-7777 Ext. 5120	jbouwmeester@psdssab.org
Brenda Wiltshire	Director of Directly Operated Child Care Programs	705-746-7777 Ext. 5430	bwiltshire@psdssab.org
Pam Nelson	Director of Child Care Service Management	705-746-7777 Ext. 5213	pnelson@psdssab.org
Sharon Davis	Director of Housing Operations and Service Management	705-746-7777 Ext. 5259	sdavis@psdssab.org

Acronyms - Cheat Sheet

ACRONYMS	
AHP	Affordable Housing Program
AMO	Association of Municipalities of Ontario
AODA	Accessibility for Ontarians with Disabilities Act
ASP	After School Program
BCA	Building Condition Assessment
BNL	By Name List
CA	Common Assessment
CAO	Chief Administrative Officer
CAS	Children's Aid Society
CCEYA	Child Care and Early Years Act
CCLS	Child Care Licensing System
CCSM	Child Care Service Management
CETV	Children Exposed to Violence
CHPI	Community Homelessness Prevention Initiative
CI	Centralized Intake
CMHC	Canada Mortgage & Housing Corporation
CMSM	Consolidated Municipal Service Manager
CSPNE	conseil scolaire public du Nord-Est de l'Ontario
CWELCC	Canada Wide Early Learning Child Care
DBD	Direct Bank Deposit
DSSAB	District Social Services Administration Board
EAP	Employee Assistance Program
EDI	Early Development Instrument
EI	Employment Insurance
ELCC	Early Learning and Child Care Centre
ELS	Early Literacy Specialist
EO	EarlyON
EQ (EI)	Emotional Intelligence
ERC	Employee Relations Committee
ERO	Eligibility Review Officer
ESA	Employment Standards Act
EST	Employment Services Transformation
EYCC	Early Years and Child Care

ACRONYMS

EVP	Eligibility Verification Process
FCM	Federation of Canadian Municipalities
FDK	Full Day Kindergarten
FIIT	Flexible, Integrated, Innovative Tool
GBNNPH	Georgian Bay Native Non-Profit Housing
HR	Human Resources
H & S	Health & Safety
HCCP	Home Child Care Program
HPP	Homelessness Prevention Program
HRPA	Human Resources Professional Association
HSA	Housing Services Act
HSP	Housing Stability Program
IAH	Investment in Affordable Housing
IRS	Income Reporting Statements
ISS	Inclusion Support Services
ISN	Integrated System Navigator
IT	Information Technology
IES	Integrated Employment Services
IO	Integrity Officer
IVR	Interactive Voice Response
JHSC	Joint Health & Safety Committee
LHC	Local Housing Corporation
LOA	Leave of Absence
LTD	Long Term Disability
MCCSS	Ministry of Children, Community & Social Services
MCYS	Ministry of Children's & Youth Services
MEDU	Ministry of Education
MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
MMAH	Ministry of Municipal Affairs & Housing
MNP	Municipal Non-Profit
MOL	Ministry of Labour
NBPSDHU	North Bay Parry Sound District Health Unit
NDA	Non Disabled Adult
NNDSB	Near North District School Board

ACRONYMS

NOSDA	Northern Ontario Service Deliverers Association
NPSCDSB	Nipissing Parry Sound Catholic School Board
OCCMS	Ontario Child Care Management System
ODSP	Ontario Disability Support Program
OEEAAB	Other Employment and Employment Assistance Activities Benefit
OHSA	Ontario Health & Safety Act
OMERS	Ontario Municipal Employees Retirement System
OMHRA	Ontario Municipal Human Resources Association
OMSSA	Ontario Municipal Social Services Association
ONPHA	Ontario Non-Profit Housing Association
OPSEU	Ontario Public Services Employees Union
ORHT	Ontario Rental Housing Tribunal
OW	Ontario Works
OWIU	Ontario Works Intake Unit
PA	Participation Agreement
PIPEDA	Personal Information Protection and Electronic Documents Act
PMSDR	Provincial Municipal Service Delivery Review
PNP	Private Non-Profit
PSDHC	Parry Sound District Housing Corporation
PSMNP	Parry Sound Municipal Non-Profit
QA	Quality Assurance
RBED	Risk Based Eligibility Determination
RBI	Risk Based Intake
RECE	Registered Early Childhood Educator
RGI	Rent-Geared-to-Income
RPC	Reloadable Payment Card
RTA	Residential Tenancy Act
SADA	Social Assistance Digital Application
SAMS	Social Assistance Management System

ACRONYMS	
SAR	Social Assistance Restructuring
SHRRP	Social Housing Renovation and Retrofit Program
SHSC	Social Housing Services Corporation
SNR	Special Needs Resourcing
SSM	Service System Manager
TWOMO	Townships without Municipal Organization
VAW	Violence Against Women
WEG	Wage Enhancement Grant
WSIB	Workplace Safety & Insurance Board



REPORT TO THE BOARD OF DIRECTORS

DATE PREPARED: June 12, 2025	PROGRAM: Administration
MEETING DATE: June 12, 2025	REPORT NO: 9.4
PREPARED BY: JJ Blower, Communications and Administration Officer	PRESENTED BY: JJ Blower, Communications and Administration Officer
SUBJECT: NOSDA 2025 AGM Resolutions	

Proposed Resolution:

THAT the Board endorses the 2025 NOSDA AGM resolutions as attached.

Introduction:

The Northern Ontario Service Delivers Association (NOSDA) held their 2025 Annual General Meeting in Sault Ste. Marie from June 3-5th. At this meeting the attached resolutions were discussed and approved by the voting members of NOSDA.

Background:

As part of NOSDA's ongoing efforts to strengthen health and human services delivery in the North, member DSSAB's - including ours - are working together to identify shared challenges and advance common priorities through coordinated advocacy. This collaborative strategic initiative enables northern DSSABs to speak with a unified voice to the provincial government and other stakeholders.

At the recent NOSDA AGM, our Board representatives participated in discussions and voted in support of key advocacy resolutions. These resolutions reflect collective concerns across the North, such as workforce shortages, housing, child care access, and equitable funding, and are aimed at influencing provincial policy and program decisions that directly impact our communities. This united approach amplifies our influence and ensures that northern realities are better understood and addressed at the provincial level.

Financial Considerations:

The preparation of this report did not involve any direct costs, other than the use of staff time.

Strategic Initiatives:

This work directly supports the DSSAB's Strategic Initiative of **Strengthen Collaboration**.

This collaborative strategic initiative enables northern DSSABs to speak with a unified voice to the provincial government and other stakeholders.

Legislative/Risk Analysis:

Potential Risks

1. Divergence from Local Priorities

While collaboration strengthens collective advocacy, NOSDA priorities may not always fully align with local board-specific issues. There could be a risk of supporting broader positions that don't reflect localized needs or perspectives.

2. Reputational Risk or Political Sensitivity

If a NOSDA position becomes politically sensitive or controversial (e.g., public criticism of a ministry decision), supporting it could create tensions with funders or local partners.

3. Limited Control over Messaging or Timing

NOSDA-led initiatives are coordinated regionally, which may limit an individual DSSAB's ability to influence specific communications, timelines, or strategies.

Mitigation Strategy

To manage these risks:

- Board members can vote selectively on resolutions to ensure alignment with local priorities.
- Staff can monitor NOSDA initiatives and provide analysis before committing to advocacy efforts.

Recommendation/Conclusion:

THAT the Board endorses the 2025 NOSDA AGM resolutions as attached.



2025 Annual General Meeting
Sault Ste. Marie

Resolution # 2025 – 01

Date: June 5, 2025

Subject: **Investing in Critical Infrastructure by Funding Social Infrastructure Development in Northern Ontario**

Moved By:

Seconded By:

WHEREAS Ontario's economy is showing signs of a downturn, with the provincial unemployment rate reaching 6.7% and a potential recession on the horizon, escalating threats of international tariffs, global trade instability, and protectionist policies on Canada's and Ontario's economy and businesses, many located in Northern Ontario, demand immediate action to accelerate domestic extraction, processing, and value-added development in order to protect Ontario's economic sovereignty, shield the province from foreign market disruption and ensure the resilience of its economy; and

WHEREAS Northern Ontario's resource extraction based economy and broad service industry base are experiencing acute and growing labour shortages, threatening both the viability of existing operations and the realization of significant operational increases, essential to Ontario's economic recovery and Canada's long-term prosperity; and,

WHEREAS the long-term success of these industries depends on building and sustaining a skilled, local workforce, ensuring that residents of Northern Ontario can directly participate in and benefit from this economic activity; and,

WHEREAS in December 2024, there were 14,532 non-disabled adults with participation requirements receiving social assistance in Northern Ontario, including 10,239 individuals actively participating in Ontario Works Employment Assistance, representing an untapped labour pool that could be mobilized to support the region's economic revitalization if equipped with the appropriate skills and supports; and,

WHEREAS many individuals receiving social assistance face complex barriers to employment, including mental health and addictions challenges, requiring integrated and trauma-informed supports alongside training and employment services to ensure successful transitions into the workforce; and,

WHEREAS Ontario Works recipients, if provided with targeted, industry-aligned training, financial support, mental health and addictions services, and client-centered case management, could make a significant contribution to the regional workforce, accelerating their transition from social assistance to stable employment in critical sectors; and,

WHEREAS the existing transportation barriers, with only 8 out of 144 municipalities in Northern Ontario having public transit and limited inter-community transit capacity, continue to restrict access to training and employment opportunities, particularly in remote areas where workforce demand in the resource sector is greatest; and,

WHEREAS historically, resource extraction activities in Northern Ontario have delivered limited direct returns to the local municipalities thereby stressing the existing physical infrastructure with no commensurate financial investment; and,

WHEREAS a specialized Northern Ontario stream within the recently expanded Skills Development Fund is urgently needed, to enable NOSDA members to deliver regionally tailored workforce development programs, in partnership with industry, ensuring that Northern residents are prioritized for training and employment opportunities arising from economic growth in the resource extraction and service sectors.

THEREFORE BE IT RESOLVED THAT the Northern Ontario Service Deliverers Association (NOSDA) calls upon the Province of Ontario to establish a dedicated Northern Ontario stream within the Skills Development Fund to resource Northern DSSABs and the City of Greater Sudbury to train and support individuals that are needed to secure Canada's economic security now and for generations to come, through the mining of critical minerals, harvesting of lumber, and staffing critical support services, and

FURTHER BE IT RESOLVED THAT NOSDA requests ongoing annualized funding of \$12 million to support the professional development and training of frontline social services staff across Northern Ontario, ensuring they have the advanced skills, tools, and partnerships combined with the industry specific expertise required to deliver informed, mental health and addictions-integrated, employment-focused case management, aligned with the evolving demands of Northern Ontario's labour market and economy; and,

FURTHER BE IT RESOLVED THAT NOSDA communicate this resolution with Minister Hajdu, Jobs and Families and Minister responsible for the Federal Economic Development Agency for Northern Ontario, Minister Piccini, Labour, Immigration, Training and Skills Development, Minister Parsa, Children, Community and Social Services, Minister Pirie, Northern Economic Development & Growth, Minister Fedeli, Economic Development, Job Creation & Trade, Minister Rickford, Ring of Fire Economic and Community Partnerships, Minister Lecce, Energy & Mines, AMO, ROMA, FONOM, and NOMA.

Michelle Boileau, NOSDA Chair



2025 Annual General Meeting
Sault Ste. Marie

Resolution # 2025 – 02

Date: June 5, 2025

Subject: **Community Paramedicine Funding**

Moved By:

Seconded By:

WHEREAS the province provides funding for High Intensity Supports and Community Paramedicine through the Ministry of Health's Ontario Health to select Paramedic Services; and,

WHEREAS the province has provided funding through the Ministry of Long-term Care for Community Paramedicine to divert patients from Long-Term Care waitlists; and,

WHEREAS Community Paramedicine programs contribute to community health and well-being by providing health care assessment and service in individual homes versus acute care centres; thereby reducing unnecessary hospital and primary care visits; and,

WHEREAS the original Community Paramedicine funding was based on the long-term care waiting lists from 2020-21 which showed 3,284 people on the Long-Term Care waiting list in Northern Ontario, and based on the 2023 Long-Term Care waiting list numbers, there were 4,529 people waiting which is a 38% increase in Northern Ontario; and,

WHEREAS the Community Paramedicine program has been a tremendous success in every community and, the program has been used to deliver services to assist with the opioid epidemic and with individuals who are experiencing homelessness.

THEREFORE BE IT RESOLVED THAT NOSDA calls on the Minister of Long-Term Care to make the current time limited funding allocations for Community Paramedicine permanent, remaining at 100% provincial; and,

FURTHER BE IT RESOLVED THAT ongoing funding reflects current Long-Term Care waiting list numbers with appropriate annual economic increases which consider geographic cost pressures specific to Northern Ontario; and,

FURTHER BE IT RESOLVED THAT NOSDA calls on the Premier to formally expand and fund the Community Paramedicine program to deliver services to other priority populations with appropriate support funding based on the outcomes to be generated relative to those populations; and,

FURTHER BE IT RESOLVED THAT Service Manager personnel in addition to Paramedics be engaged in the program such as case managers, social workers, housing staff and support staff; and,

FURTHER BE IT RESOLVED THAT NOSDA calls on the Minister of Health to amend the current certification requirements for Paramedics, so the Community Paramedicine Program does not impact 911 emergency health services; and,

FURTHER BE IT RESOLVED THAT NOSDA communicate this resolution with Minister Jones Health, Minister Kusendova-Bashta Long Term Care, AMO, OAPC, ROMA, FONOM, NOMA

Michelle Boileau, NOSDA Chair



2025 Annual General Meeting
Sault Ste. Marie

Resolution # 2025 – 03

Date: June 5, 2025

Subject: **Transition to a Three-Year Paramedic Degree Program**

Moved By:

Seconded By:

WHEREAS the Northern Ontario Service Deliverers Association (NOSDA) recognizes the importance of evolving educational standards within the paramedic profession, including the proposed transition to a three-year degree program; and,

WHEREAS maintaining adequate staffing levels for emergency medical services is critical to ensuring timely and effective response to 911 calls across Northern Ontario; and,

WHEREAS a survey conducted in April 2025 of Northern Paramedic Chiefs has identified an urgent need for the recruitment of **368 Primary Care Paramedics**, **46 Advanced Care Paramedics**, and **57 Community Paramedics** over the next three years; and,

WHEREAS current workforce shortages present a significant challenge to meeting service demands and may be further impacted by the transition to a longer educational pathway without immediate mitigation strategies.

THEREFORE BE IT RESOLVED THAT NOSDA does not support the implementation of a three-year paramedic degree program starting in the fall of 2026; and,

FURTHER BE IT RESOLVED THAT NOSDA encourages continued dialogue and collaboration with relevant stakeholders, including provincial authorities, Colleges Ontario, OAPC, educational institutions, to ensure that any future transition plan is aligned with workforce capacity and service delivery needs; and,

FURTHER BE IT RESOLVED THAT CMSM/DSSAB are 50/50 partners with the province in funding Paramedic Services, as such we must have a say in moving to a three-year degree program for paramedics; and,

FURTHER BE IT RESOLVED THAT NOSDA will revisit this position once staffing levels across Northern Ontario have stabilized and sufficient capacity exists to support the successful implementation of an extended paramedic education model without jeopardizing emergency medical response services; and,

FURTHER BE IT RESOLVED THAT the province enhances the Learn & Stay Grant for Northern Ontario to ensure students stay in the North for the full two-year term of their program and consider including preceptor pay to maximize the number of student placements in Northern Ontario Paramedic Services; and,

FURTHER BE IT RESOLVED THAT the province increase the cap on the number of paramedics students allowed in the North to increase northern graduation rates; and,

FURTHER BE IT RESOLVED THAT this resolution be shared with Premier Ford, Minister Jones Health, Minister Kusendova-Bashta Long Term Care, AMO, ROMA, FONOM, NOMA, OAPC and Colleges Ontario.

Michelle Boileau, NOSDA Chair



2025 Annual General Meeting
Sault Ste. Marie

Resolution # **2025 – 04**

Date: June 5, 2025

Subject: **Infrastructure Ontario**

Moved By:

Seconded By:

WHEREAS NOSDA members have annual operating budgets that exceed \$1 Billion, of which 22% or \$212 million is 100% funded by the 144 municipalities in Northern Ontario served by NOSDA members; and,

WHEREAS of the over 212 million or 22% that comes from the local property tax base, over 115 million or 52% of the local property taxes are allocated to Community Housing Services; and,

WHEREAS over the years the 10 DSSABs have borrowed more than \$120 million from banks and various lending institutions for infrastructure projects, a majority of which were for new community housing construction; and,

WHEREAS a majority of the 9,322 public housing units in the North were built in the 1970's and 80's and these units are reaching end of life; and,

WHEREAS at an estimated construction cost of \$500 per square foot to build new, with most units approximately 750 square feet in size resulting in a cost of \$375,000 per unit, NOSDA members could be looking to borrow as much as 3.5 billion dollars to replace existing units over the next 20 years; and,

WHEREAS District Social Services Administration Boards (DSSABs) are categorically ineligible for the Infrastructure Ontario Loan program while the non-profit community housing providers funded by DSSABs, and Local Housing Corporations qualify; and,

WHEREAS the Infrastructure Ontario Loan program historically provides funds at 0.5% lower than typical bank lending rates; and,

WHEREAS a savings of 0.5% on a 25-year mortgage for \$7.5 million for 20 units at 4.5% is \$618,000 which if extrapolated over 9,322 units, that will eventually need to be replaced, amounts to a saving of \$288 million for municipal tax payers; and,

WHEREAS NOSDA has been working closely with Ministry of Infrastructure staff and Infrastructure Ontario staff to move this issue forward and there appears to be positive momentum.

THEREFORE BE IT RESOLVED THAT the Minister of Infrastructure continue the positive momentum and direct staff to proceed with the required regulation changes to allow DSSABs to qualify for the Infrastructure Ontario Loan program, with the full understanding that each project will be evaluated on its financial merit and risk tolerance; and,

FURTHER BE IT RESOLVED THAT this resolution be communicated with Minister Surma Infrastructure, Minister Bethlenfalvy Finance, Minister Flack Municipal Affairs & Housing, Building Ontario Fund, AMO, ROMA, FONOM and NOMA.

Michelle Boileau, NOSDA Chair



2025 Annual General Meeting
Sault Ste. Marie

Resolution # 2025 – 5

Date: June 5, 2025

Subject: **New CWELCC Funding Formula**

Moved By:

Seconded By:

WHEREAS Service System Managers continue to need flexibility in determining and addressing the local priorities and needs of communities in Northern Ontario; and,

WHEREAS funding formulas must be created with quality in mind, as many programs strive to do better, however, the funding formula needs to be reflective of planning for a quality early years and child care system; and,

WHEREAS providing funding at the licensed capacity would help to ensure that Service System Managers have the ability to properly fund the sector as they are operating at a lower capacity due to a lack of staff; and,

WHEREAS operators are forced to make tough decisions in order to meet strict legislative square footage per child requirements that in some instances disadvantages children with special needs; and,

WHEREAS the Ontario Learn and Stay Grant for Northern Ontario supports Practical Nursing, Paramedics, Medical Laboratory Technology/Medical Laboratory Science and has proven to be successful in the North, and yet the Child Care sector has significant human resource challenges, and Early Childhood Education programs do not qualify for the Ontario Learn and Stay Grant; and,

WHEREAS the resource extraction industry in Northern Ontario is the life blood of the northern economy and the economic engine of the province, which would grind to a halt without trained qualified workforce able to find an affordable home to live in, a school for their children and accessible affordable child care; and,

WHEREAS NOSDA members are encouraged to see the Ministry has included capital dollars for the creation of new community spaces.

THEREFORE BE IT RESOLVED THAT the funding formula requires increased funding flexibility, allowing better allocation of resources to meet operator and family needs, including enhanced support for special needs resourcing which would allow Service System Managers to collaborate with providers to see them grow and expand to meet the allocated addition of 2,534 licensed child care spaces in Northern Ontario by 2026. The province needs to develop a mechanism to ensure that funding allocated to Northern Ontario stays in the North; and,

FURTHER BE IT RESOLVED THAT any new funding formula or allocations for the north needs to ensure that rural and remote communities which under the historical funding model were without licenced child care, are given the same opportunity and funding to open Licenced Child Care Centres and Home-Based Child-Care Centres as required by the local economy under any new funding formula; and,

FURTHER BE IT RESOLVED THAT licensing legislation reflects capacity based on age grouping ratios that can be accommodated in physical spaces rather than strict square footage per child, ensuring flexibility for inclusive services and special needs accommodation; and,

FURTHER BE IT RESOLVED THAT the province expands the Ontario Learn and Stay Grant in Northern Ontario to include Early Childhood Education; and,

FURTHER BE IT RESOLVED THAT the province allows maximum flexibility in the use of the new capital dollars to ensure that funds allocated to Northern Ontario stay in the North; and

FURTHER BE IT RESOLVED THAT the province adequately fund Indigenous-led child care programs to support the parent fee reductions implemented by CWELCC; and

FURTHER BE IT RESOLVED THAT the province mandates a minimum of 37% access rate to CWELCC funded spaces in Northern Ontario.

FURTHER BE IT RESOLVED THAT NOSDA communicate this resolution with Minister Calandra Education, Minister Pirie Northern Economic Development and Growth, AMO, ROMA, FONOM and NOMA.

Michelle Boileau, NOSDA Chair



2025 Annual General Meeting
Sault Ste. Marie

Resolution # 2025 – 06

Date: June 5, 2025

Subject: **Social Assistance Earnings Exemptions**

Moved By:

Seconded By:

WHEREAS Ontario Works recipients face financial disincentives when transitioning from social assistance to employment due to restrictive earnings exemptions; and,

WHEREAS the province has provided enhanced earnings exemptions to people with disabilities who are in receipt of the Ontario Disability Support Program (ODSP); and,

WHEREAS enhancing Ontario Works earnings exemption rates would benefit the North economically by reducing strain on other health and social services and increasing spending on goods and services within communities; and,

WHEREAS by increasing Ontario Works earnings exemption, recipients could be empowered to improve their circumstances and more effectively contribute to the local economy as they would be better positioned to enhance existing employment.

THEREFORE BE IT RESOLVED THAT NOSDA calls on the province to revisit earnings exemptions for social assistance recipients on Ontario Works to create greater financial stability and encourage workforce participation; and,

FURTHER BE IT RESOLVED THAT NOSDA is recommending that the implementation of a flat \$1,000 per month earnings exemption for social assistance recipients on Ontario Works to incentivize employment and financial independence; and,

FURTHER BE IT RESOLVED THAT the province adjust the 12% OW employment target to recognize Northern Ontario health and economic challenges or provide additional resources to cover the additional costs.

FURTHER BE IT RESOLVED THAT NOSDA communicate this resolution with Minister Parsa Children, Community and Social Services, Minister Pirie Northern Economic Development & Growth, AMO, ROMA, FONOM and NOMA.

Michelle Boileau, NOSDA Chair



2025 Annual General Meeting
Sault Ste. Marie

Resolution # 2025 – 07

Date: June 5, 2025

Subject: **Ontario Health North & Supportive Housing Proposal**

Moved By:

Seconded By:

WHEREAS given the intersection of health and social services, NOSDA and Ontario Health North have executed a General Relationship Agreement to outline consultation and collaboration methods to strengthen health services across Northern Ontario; and,

WHEREAS the province has announced the creation of 18 new Homeless and Addiction Recovery Treatment (HART) Hubs across the province and there will be 3 new HART Hubs created in Thunder Bay, Sudbury, and Sault Ste. Marie. As well there will be 2 new Indigenous-led HART Hubs in Kenora and Sault Ste. Marie; and,

WHEREAS the [Municipalities under Pressure The Human and Financial cost of Ontario's Homelessness Crisis](#) report clearly states Northern communities face an especially urgent crisis, known homelessness has risen by an estimated 204% since 2016 growing four times faster than the rest of the province; and;

WHEREAS the vast geography of Northern Ontario spanning 806,708 square kilometers requires an extensive network of complex services to reach every corner in rural and remote areas; and,

WHEREAS many Northern Community Housing Providers are struggling to support clients with mental health and addiction issues which leads in many instances to challenges in maintaining independent living within Housing. Additionally, there is a lack of Health sector involvement in addressing the complex needs of these tenants which often results in unit damage which must be absorbed by the provider; and,

WHEREAS to assist in addressing these complex issues, through ongoing collaboration it is understood that Ontario Health North is working through existing governmental decision-making processes on a proposal that would connect the 11 NOSDA Service Manager organizations with providers that specialize in Mental Health and Addiction service delivery to enable the delivery of integrated Mental Health and Addiction supports to targeted residents in social housing settings; and,

WHEREAS the proposed approach builds on a successful program in the North East which used Mental Health and Addiction Teams to support clients within housing, offering high acuity case management and peer support services in each of the 11 NOSDA locations; and,

WHEREAS the proposed model consisting of blended teams will support high acuity residents with a diagnosis of a serious, persistent mental health condition with or without addiction issues; and,

WHEREAS people with serious and persistent mental health issues would be housed in suitable, accessible, affordable, sustainable, permanent, 24-hour supportive housing with the High Acuity Mental Health and Addiction Support Team providing 24/7 supports to the clients.

THEREFORE BE IT RESOLVED THAT NOSDA congratulate the Minister of Health on the creation of the new HART hubs in Northern Ontario as a great first step in supporting the North; and,

FURTHER BE IT RESOLVED THAT the Minister of Health provides a funding allocation to Ontario Health North so each of the 11 NOSDA members can implement integrated mental health and addictions support teams in housing in their communities; and,

FURTHER BE IT RESOLVED THAT the expected outcomes of these High Acuity Mental Health and Addiction Support Teams is eviction prevention, reduced emergency department visits, reduced hospital admissions, reduced hospital in patient days, reduced crisis calls, reduced paramedic, police and fire interventions, increased activities of daily living and programming; and,

FURTHER BE IT RESOLVED THAT NOSDA communicate this resolution with Minister Bethlenfalvy Finance, Minister Flack Municipal Affairs & Housing, Minister Pirie Northern Economic Development & Growth, AMO, ROMA, FONOM and NOMA.



2025 Annual General Meeting
Sault Ste. Marie

Resolution # 2025 – 08

Date: June 5, 2025

Subject: **Addressing Rising Homelessness**

Moved By:

Seconded By:

WHEREAS Northern Ontario Service Managers report a dramatic rise in homelessness, as demonstrated by recent By-Name List growth, Point-in-Time Counts and Period Prevalence Counts; and,

WHEREAS the [Municipalities under Pressure The Human and Financial cost of Ontario's Homelessness Crisis](#) report clearly states Northern communities face an especially urgent crisis, known homelessness has risen by an estimated 204% since 2016, growing four times faster than the rest of the province; and,

WHEREAS the number of people experiencing known homelessness annually in Northern Ontario could range from 10,674 to 26,633 by 2035, depending on economic conditions; and,

WHEREAS Indigenous People are disproportionately affected, representing nearly 45% of people experiencing chronic homelessness in northern communities; and

WHEREAS Homelessness is increasing three times faster in rural communities, and four times faster in northern communities. Transportation barriers and limited public services in Northern Ontario make access to shelters, healthcare, and supports particularly challenging, which worsens housing instability; and,

WHEREAS in Northern Ontario, the average wait time on the Community Housing (RGI) Waitlist is 38 months; and,

WHEREAS Northern Ontario has some of the highest percentages of housing in need of major repairs, with smaller communities experiencing even greater challenges. In many cases, over 50% of housing units require major repairs, and for some communities, the figure reaches as high as 70% to 80%; and,

WHEREAS Ontario municipalities are stepping in to help, provincial and federal governments are not doing their part. Municipal spending on homelessness and housing programs has increased substantially in recent years, more than doubling since 2020 to over \$2.1 billion in 2024, representing 51.5% of the total reported funding across all three levels of government, meanwhile, recent provincial and federal investments are nominal.

THEREFORE BE IT RESOLVED THAT NOSDA advocate for increased provincial and federal funding to address homelessness in Northern Ontario; and,

FURTHER BE IT RESOLVED THAT the province implement targeted policies that support emergency shelter expansion, transitional housing programs including capital investments and long-term homelessness prevention strategies; and,

FURTHER BE IT RESOLVED THAT tailored investments in culturally safe, Indigenous-led housing solutions, as well as strategies to stabilize populations locally and reduce service migration, are critical to ensuring that northern communities are equitably supported within this broader response; and,

FURTHER BE IT RESOLVED THAT the province ensures continued collaboration between municipalities, provincial authorities, and community organizations to develop effective solutions by requiring local community planning bodies to develop a Homelessness Prevention Plan.

FURTHER BE IT RESOLVED THAT NOSDA communicate this resolution to the Federal and provincial governments, AMO, FONOM, ROMA and NOMA.

Michelle Boileau, NOSDA Chair



2025 Annual General Meeting
Sault Ste. Marie

Resolution # 2025 – 09

Date: June 5, 2025

Subject: **Landlord & Tenant Board**

Moved By:

Seconded By:

WHEREAS delays in Landlord and Tenant Board (LTB) processing of applications for Community Housing Service Managers are causing significant financial and operational challenges; and,

WHEREAS the cost to NOSDA members in staff time, arrears owing, repairs, legal costs, insurance deductibles to manage tenant issues exceeds 1.4 million annually and collectively we have 212 outstanding appeals with the LTB; and,

WHEREAS LTB applications often take months if not years to be heard and resolved, and even when eviction orders are granted, they are not processed promptly resulting in distress for entire buildings when applications related to anti-social behavior are not addressed and in addition causes financial losses to the Community Housing Service Managers; and,

WHEREAS Community Housing Service Managers governed by the Housing Services Act have a requirement to provide safe affordable housing whose rents are based on legislation and not a profit motive; and,

WHEREAS tenants who are removed from community housing by eviction are often serviced by the same Service Manager who has also been given the mandate as homelessness prevention administrators; and,

WHEREAS Service Managers continue to have responsibility for many individuals who live in their community outside of community housing buildings which private landlords do not.

THEREFORE BE IT RESOLVED THAT given the unique nature and legislated responsibilities for Community Housing providers, Consolidated Municipal Service Managers (CMSM), District Social Services Administration Boards (DSSAB) and Local Housing Corporations (LHC) should be exempt from the provincial LTB hearings. This will empower municipalities to manage tenant disputes more effectively and expedite resolutions; and,

FURTHER BE IT RESOLVED THAT NOSDA communicate this resolution with Attorney General Downey, Minister Flack Municipal Affairs and Housing, Minister Parsa Children, Community & Social Services, AMO, ROMA, FONOM and NOMA.

Michelle Boileau, NOSDA Chair

Nipissing Parry Sound Overdose Incident Report

This report will be updated and sent weekly, every Monday, to inform community organizations and first responders of overdoses and/or negative drug reactions within our community.

Overdoses or Negative Reactions Reported		Deaths Reported	Date	Number of Times 911 Called	Location	Substances Involved
Week 52: May 12 th , to May 18 ^h , 2025	8	0	May 5 th , 2025	8	Armour	Alcohol
			May 6 th , 2025		North Bay (4)	Cocaine (2)
			May 12 th , 2025		Parry Sound, Unorganized,	Crack
			May 14 th , 2025		Centre Part	Fentanyl
			May 15 th , 2025 (2)		Powassan	Polypharmacy
			May 16 th , 2025 (2)		West Nipissing	Unknown Opioid (4)
Week 51: May 5 th , to May 11 ^h , 2025	2	1	May 1 st , 2025	2	North Bay	Fentanyl
			May 7 th , 2025		West Nipissing	Unknown Opioid
Week 50: April 28 th , to May 4 th , 2025	1	0	May 1 st , 2025	1	North Bay	Benzodiazepines
Week 49: April 21 st , to April 27 th , 2025	0	0	N/A	N/A	N/A	N/A
Week 48: April 14 th , to April 20 th , 2025	1	0	April 19 th , 2025	1	North Bay	Unknown Opioid

Week 47: April 7 th , to April 13 th , 2025	3	0	April 7 th , 2025 April 12 th , 2025 (2)	3	North Bay (2) On Reserve (Name Suppressed) Powassan	Cocaine (2) Fentanyl (2)
Week 46: March 31 st , to April 6 th , 2025	3	0	April 1 st , 2025 (5) April 6 th , 2025	6	North Bay (2) On Reserve (Name Suppressed) Sundridge Parry Sound	Cocaine (4) Don't Know Unknown Opioid
Week 45: March 24 th to March 30 th , 2025	3	0	March 28 th , 2025 (2) March 29 th , 2025	3	North Bay (2) Strong	Alcohol Crystal Meth Don't Know Unknown Opioid
Week 44: March 17 th to March 23 rd , 2025	2	1	March 14 th , 2025 March 19 th , 2025	2	Nipissing First Nation Sundridge	Crystal Meth Fentanyl Prescription Opioids Unknown Opioid (2)
Week 43: March 10 th to March 16 th , 2025	4	1	February 27 th , 2025 March 1 st , 2025 March 3 rd , 2025 March 8 th , 2025	4	Nipissing First Nation North Bay (3)	Fentanyl (2) Unknown Opioid (2)
Week 42: March 3 rd to March 9 th , 2025	4	0	March 4 th , 2025 March 6 th , 2025 (2) March 8 th , 2025	4	Carling Parry Sound (2) Perry	Crack (3) Cocaine (2) Fentanyl (2) Non-Opioid Pharmaceutical

Week 41: February 24 th to March 2 nd , 2025	3	1	February 27 th , 2025 March 1 st , 2025 (2)	3	North Bay (3)	Fentanyl Unknown Opioid (2)
Week 40: February 17 th to February 23 rd , 2025	2	1	February 17 th , 2025 February 23 rd , 2025	2	Burk's Falls North Bay	Alcohol Don't Know Fentanyl
Week 39: February 10 th to February 16 th , 2025	0	0	N/A	N/A	N/A	N/A
Week 38: February 3 rd to February 9 th , 2025	4	0	February 1 st , 2025 February 2 nd , 2025 February 5 th , 2025 (2)	4	Callander North Bay Parry Sound (2)	Alcohol Don't Know Fentanyl Non-Opioid Pharmaceutical
Week 37: January 27 th to February 2 nd , 2025	1	0	February 1 st , 2025	1	North Bay	Fentanyl
Week 36: January 20 th to January 26 th , 2025	5	0	January 15 th , 2025 (2) January 16 th , 2025 January 23 rd , 2025 January 26 th , 2025	5	North Bay Parry Sound (3) Whitestone	Cocaine Don't Know Fentanyl (3) Prescription Opioids
	2	0		2		

Week 35: January 13 th to January 19 th , 2025	January 15 th , 2025		January 16 th , 2025		Parry Sound (2)		Crack Cocaine (2) Fentanyl (2)	
Week 34: January 6 th to January 12 th , 2025	January 2 nd , 2025 (2)		January 6 th , 2025		North Bay On Reserve (Name Suppressed) Parry Sound		Crack Don't Know Unknown Opioid (2)	
	3	0		2				
Week 33: December 30 th , 2024 to January 5 th , 2025	December 31 st , 2024		January 1 st , 2025		North Bay (2)		Fentanyl Unknown Opioid	
	2	0		2				
Week 32: December 23 rd to December 29 th , 2024	December 21 st , 2024		December 25 th , 2024		Parry Sound (2)		Cocaine Fentanyl (2)	
	2	0		1				
Week 31: December 16 th to December 22 nd , 2024	December 17 th , 2024				North Bay		Fentanyl	
	1	0		1				
Week 30: December 9 th to December 15 th , 2024	December 9 th , 2024		December 11 th , 2024		North Bay (2)		Unknown Unknown Opioid	
	2	0		2				
	December 7 th , 2024				North Bay		Unknown Opioid	
	1	1		1				

Week 29:
December 2nd
to December
8th, 2024

Week 28: November 25 th to December 1 st , 2024	4	1	November 26 th , 2024 (2) November 27 th , 2024 (2)	4	McDougall North Bay (2) Nipissing First Nation	Fentanyl Prescription Opioids Unknown Opioid (2)
--	---	---	--	---	--	--

Week 27:
November 18th
to November
24th, 2024

Week 27: November 18 th to November 24 th , 2024	2	0	November 18 th , 2024 November 20 th , 2024	2	North Bay On Reserve (Name Suppressed)	Fentanyl Non-opioid Pharmaceutical
---	---	---	--	---	--	--

Week 26:
November 11th
to November
17th, 2024

Week 26: November 11 th to November 17 th , 2024	4	0	November 5 th , 2024 November 6 th , 2024 November 10 th , 2024 November 11 th , 2024	4	Mattawa North Bay (2) Parry Sound	Non-opioid Pharmaceutical Prescription Opioids Unknow Opioid (2)
---	---	---	--	---	---	---

Week 25:
November 4th
to November
10th, 2024

Week 25: November 4 th to November 10 th , 2024	3	0	October 29 th , 2024 November 8 th , 2024 November 9 th , 2024	3	North Bay (4)	Fentanyl (2) Polypharmacy
--	---	---	---	---	---------------	------------------------------

Week 24:
October 28th to
November 3rd,
2024

Week 24: October 28 th to November 3 rd , 2024	4	0	October 28 th , 2024 October 31 st , 2024 November 2 nd , 2024 November 3 rd , 2024	4	North Bay (4)	Fentanyl Unknown Opioid (3)
---	---	---	--	---	---------------	--------------------------------

Week 23:
October 21st to

Week 23: October 21 st to	1	0	October 23 rd , 2024	1	Parry Sound	Prescription Opioids
---	---	---	---------------------------------	---	-------------	----------------------



April 2025

LABOURFOCUS

The Labour Market Group

JOBS REPORT MARCH 2025

TOTAL NUMBER OF JOB POSTINGS

500

NIPISSING

184

PARRY SOUND

+11

from
February

+30

from
February

TOP INDUSTRY WITH VACANCIES

NIPISSING

Health Care & Social
Assistance (29.8%)

PARRY SOUND

Accommodation and Food
Services (26.6%)

To view the full report, visit our website
www.thelabourmarketgroup.ca
readysethired.ca

Questions or concerns?
Feel free to contact us at
info@thelabourmarketgroup.ca



T. 705.478.9713

150 First Ave. West
Suite 103, North Bay, ON
P1B 3B9

The Labour Market Group is funded by:



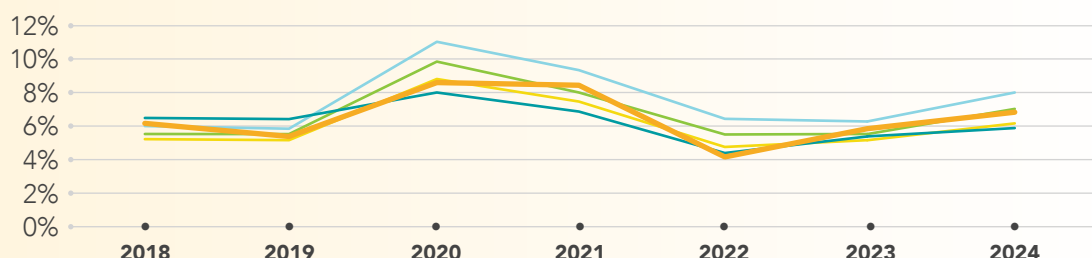
UNEMPLOYMENT RATES



Overall, the trajectory of each unemployment rate followed much the same trajectory: a significant increase in the year when COVID hit (2020), a decline over the next two years, and then increasing through 2023 and 2024.

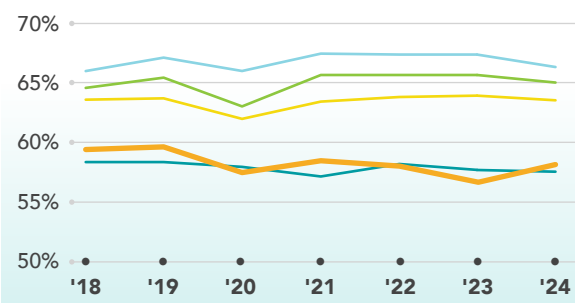
TABLE & CHART: Annual Unemployment Rates, Ontario, Toronto CMA, Rest of Ontario, Northeast Ontario and North Bay, 2018-2024

	2018	2019	2020	2021	2022	2023	2024
Ontario	5.6%	5.6%	9.8%	8.1%	5.6%	5.7%	7.0%
Toronto CMA	6.0%	5.9%	11.0%	9.3%	6.4%	6.3%	8.0%
Rest of Ontario	5.3%	5.2%	8.7%	7.2%	4.9%	5.1%	6.1%
Northeast Ontario	6.4%	6.3%	8.0%	6.9%	4.5%	5.5%	5.9%
North Bay	6.3%	5.5%	8.5%	8.4%	4.2%	5.9%	6.7%



ANNUAL PARTICIPATION RATES 2018-2024

The participation rate measures the proportion of the resident population aged 15 year or older who are in the labour force, meaning that they are either employed or actively looking for work. Below, the annual participation rates for Ontario, for the Toronto CMA, for the Rest of Ontario, for Northeast Ontario and for North Bay.



	2018	2019	2020	2021	2022	2023	2024
Ontario	64.9%	65.3%	63.7%	65.2%	65.4%	65.5%	65.0%
Toronto CMA	66.4%	67.1%	65.9%	67.4%	67.3%	67.3%	66.5%
Rest of Ontario	63.7%	63.8%	62.0%	63.4%	63.9%	64.0%	63.8%
Northeast Ontario	58.4%	58.5%	58.1%	57.2%	58.5%	57.7%	57.5%
North Bay	59.5%	59.7%	57.4%	58.4%	58.2%	56.8%	58.2%

Source: Statistics Canada, tables 14-10-0385-01, 14-10-0391-01 and 14-10-0327-01

www.thelabourmarketgroup.ca



TOURISM IN CANADA

GDP

Historically, **Canada's tourism sector represents 2%** of our country's **annual Gross Domestic Product (GDP)**.



Tourism contributed **\$50 billion** to national GDP in 2024.

Visitors to Canada



Canada welcomed a record **22 million international overnight visitors** in 2019.

Despite drastic declines in visitors due to mandatory business closures, global overnight visitors reached

19.9 million in 2024.

Labour/Businesses



2 million people work in tourism, making the sector one of Canada's largest employers.

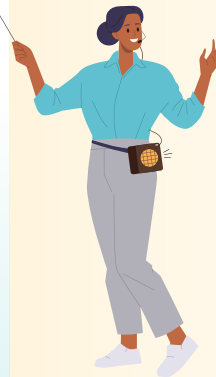
1 in 10 workers

in Canada have a tourism-related occupation.



Canada's tourism sector is supported by a **diverse labour force**, which includes workers from underrepresented groups.

Permanent residents/newcomers and youth (aged 15-24) have long been a vital part of the tourism labour force—each group constitutes about **30% of tourism workers**.



The tourism sector comprises over **260,000 businesses**.



Economic Drivers of Tourism

The **business meetings and events sector** means big business, accounting for **242,000 direct jobs**. Business events are responsible for an estimated **40% of annual tourism spending in Canada**.

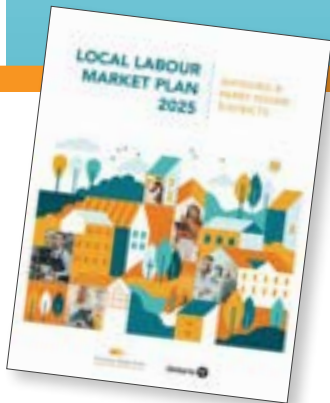
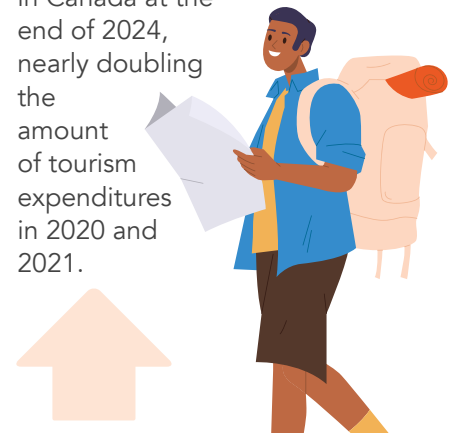


Indigenous tourism is a vital component of Canada's tourism sector overall. It represents over **2,700 entrepreneurs** and organizations from coast to coast to coast.

Tourism Demand/Spending

Tourism spending hit an all-time high of **\$130 billion**

in Canada at the end of 2024, nearly doubling the amount of tourism expenditures in 2020 and 2021.



NOW AVAILABLE!

LOCAL LABOUR
MARKET PLAN 2025

Questions or concerns?
Feel free to contact us at
info@thelabourmarketgroup.ca



T. 705.478.9713

150 First Ave. West
Suite 103, North Bay, ON
P1B 3B9

The Labour Market Group is funded by:



Source: Tourism HR Canada 2025

www.thelabourmarketgroup.ca

MONTHLY JOBS REPORT

March 2025

The Labour Market Group
Guiding partners to workforce solutions.

NIPISSING DISTRICT

There were 500 job postings recorded for Nipissing District in March. This figure is almost identical to year-over-year (+0.8%, +4) comparisons, and marginally higher than month-over-month (+2.2%, +11) comparisons. This trend paints stability and while a slight growth, it picks up on the December/January trend of increasing job postings, following the minor decline in February. This month, there were 235 unique employers; almost identical in month-over-month (-0.8%, -2) comparisons and continues to build on the momentum from December, seeing an increase in 4 consecutive months.



100%

Collected from online sources.



14.4%

(72) Requiring a bilingual individual.

13.6%

(68) Criminal Record Check



For postings that listed an annual salary.



\$77,842.79/year
AVERAGE



\$28.42
HOURLY WAGE

The average hourly wage in March for those postings which listed one.

Of the 253 postings which listed an hourly wage 7.5% (19) were listed at the provincial minimum wage of \$17.20/hour.

PARRY SOUND DISTRICT

There were 184 job postings recorded for the Parry Sound District in March. This is a significant increase in month-over-month (+19.5%, +30) comparisons and an even larger increase of +52.1% (+63) in year-over-year comparisons. This continues three months of consistent increases in job postings. There were 102 unique employers this month; higher in month-over-month (+14.6%, +13) comparisons, picking up from January after a small decline last month.



100%

Collected from online sources.



3.3%

(6) Requiring a bilingual individual.

7.6%

(14) Criminal Record Check



For postings that listed an annual salary.



\$72,065.06/year
AVERAGE

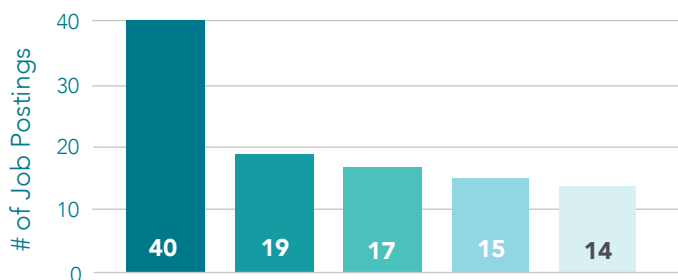


\$26.38
HOURLY WAGE

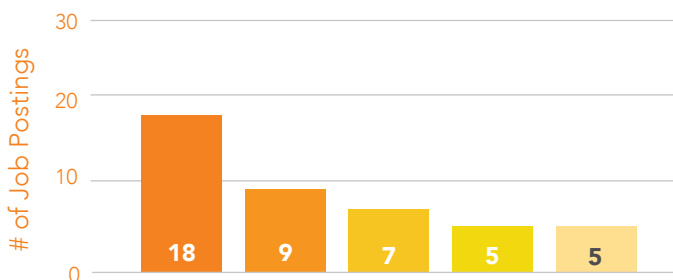
The average hourly wage in March for those postings which listed one.

Of the 104 postings which listed an hourly wage 7.7% (8) were listed at the provincial minimum wage of \$17.20/hour.

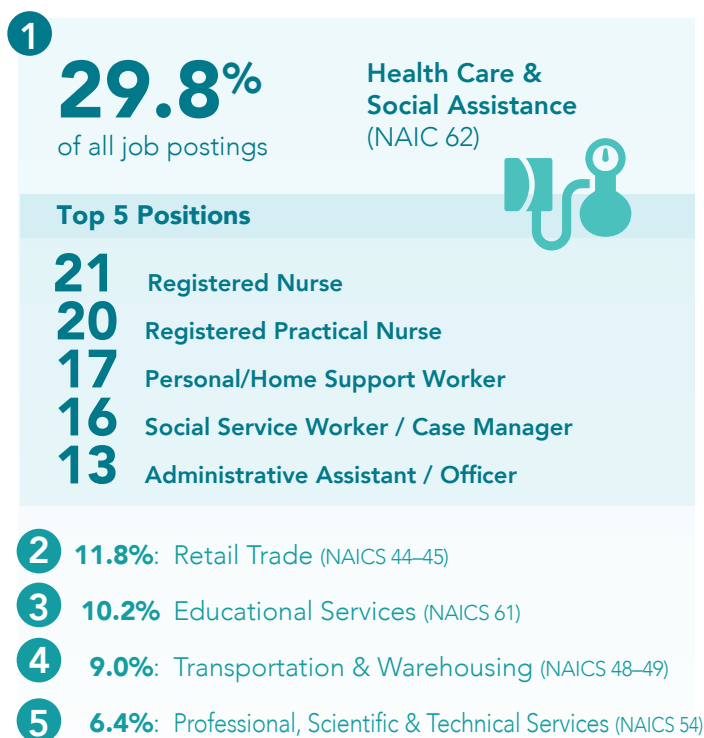
TOP 5 EMPLOYERS POSTING JOBS



TOP 5 EMPLOYERS POSTING JOBS

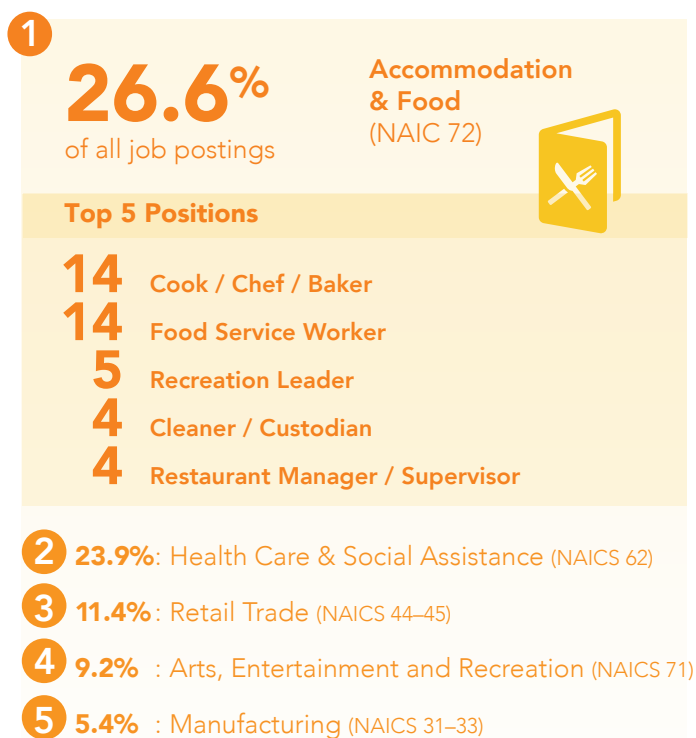


TOP 5 INDUSTRIES HIRING (NAICS)



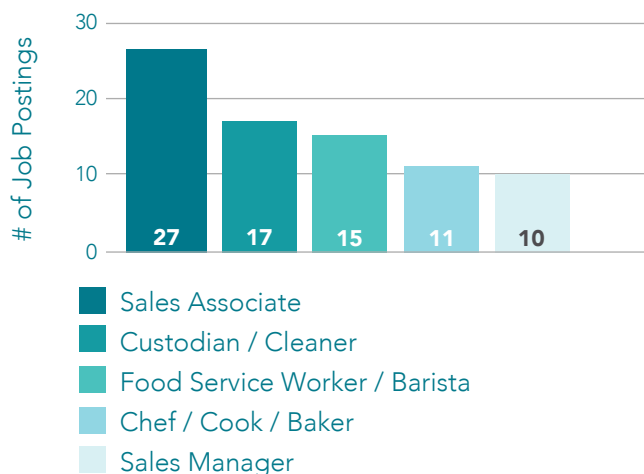
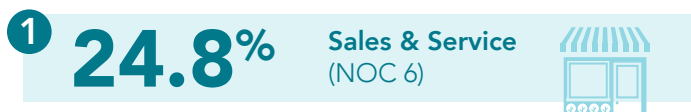
The Health Care and Social Assistance (NAICS-62) industry saw the greatest number of job postings in March with more than a quarter (29.8%, 149) of the total. Contrary to February this industry saw the largest month-over-month increase of +4.6%. This increase is bigger than the decrease seen last month, hinting at a correction in the market. Oddly enough, the Transportation and Warehousing industry (NAICS-48-49) saw the largest month-over-month decrease (-4.5%) in job posting representation, this is again contrary to February where it saw the biggest increase. That said, the decrease is smaller than the increase so it is an overall growth over the two months.

TOP 5 INDUSTRIES HIRING (NAICS)

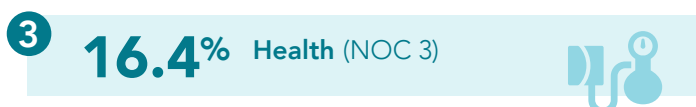


For the first time in over a year, The Accommodation and Food Services (NAICS-72) industry saw the greatest number of job postings with 26.6% (49) of the overall share amongst all major industry classifications, it also saw the largest increase (8.4%). This can likely be attributed to seasonal hiring for the upcoming summer months, as the region prepares to meet the increased demand from tourists and locals alike. Contrary to February, the Construction (NAICS-23) industry saw the largest month-over-month decrease of -6.7%, this decrease is larger than last month's increase making it a net decrease which is difficult to explain. Expectations would suggest higher demand in this industry in preparation for the warmer months wherein construction will be at an all-time high, may be a one-off but one to keep an eye on.

TOP 3 OCCUPATIONAL CATEGORIES (NOC)



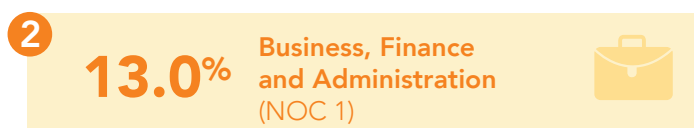
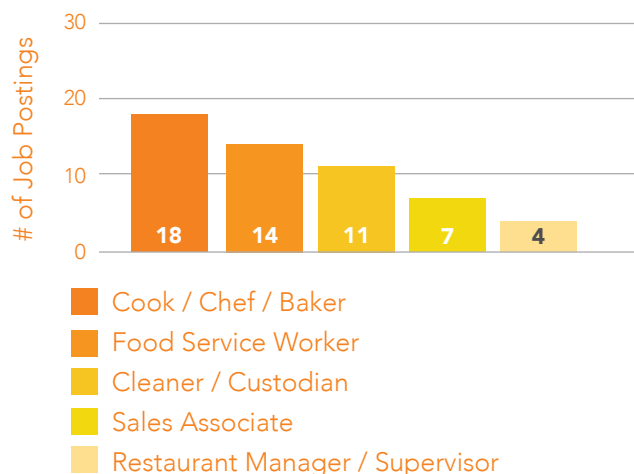
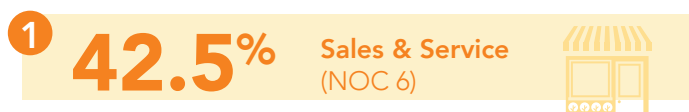
- Social Service Worker / Case Manager (21)
- Instructors / Professors (12)
- Home Support Worker (11)
- Education Administrators (11)
- Teacher – Elementary/Secondary (9)



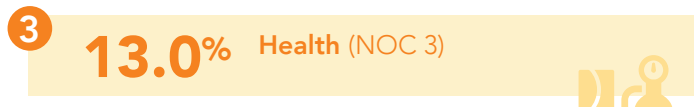
- Registered Nurse (22)
- Registered Practical Nurse (21)
- Physio / Occupational Therapist (8)
- Personal Support Worker (6)
- Psychologist (4)

Sales and Service (NOC-6) based occupations made up almost a quarter of all the job postings listed in March with 24.8% (124), this occupational classification also saw the largest decrease (-4.0%). While the decline might seem significant, the proportion of job postings is inline with March 2024 (23%) and March 2023 (25.8%), hinting at seasonal reasons. As seems to be the trend this month, contrary to February, the Education, Law, Social, Community and Government Services occupations (NOC-4), saw the biggest increase (3.3%). While last month's decrease saw it displaced from the top three contributors for the first time since March 2024, this month's increase makes it the second biggest contributor, further solidifying that the change last month was seasonal which is also strengthened by Nipissing University making the top 5 employers list. Looking at managerial roles, 14 of 34 fell in the Sales and Service occupations and, 7 made up the Business, Finance and Administration occupations and the Education and Social occupations. As for the 1 senior managerial roles, it belonged to the Finance occupations in the Healthcare industry.

TOP 3 OCCUPATIONAL CATEGORIES (NOC)



- Administrative Assistant / Officer (10)
- Financial Officers (5)
- Accountant / Bookkeeper (4)
- Marketing / Communications Professional (3)
- Storekeeper / Partsperson (2)



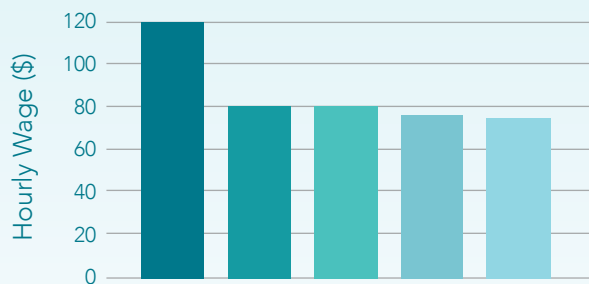
- Registered Nurse (7)
- Registered Practical Nurse (5)
- Pharmacist / Pharmacy Assistant (3)
- Lab Assistant (3)
- Dental Hygienist (3)

As expected, Sales and Service (NOC-6) based occupations represented the largest number of job postings in March with 42.5% (78) of all postings when compared to the other occupational classifications, making up almost half all job postings. Like February, it also saw the largest increase (+5.4%) in job postings this month, explained by hiring related to increased demand over the summer. Trades, Transportation, and Equipment Operators (NOC-7) saw the largest month-over-month decrease; -5.6%, which can be attributed to reduced demand for occupations like snow plow operator as we put the winter months behind us. Looking at managerial roles, of the 12 roles advertised, 7 fell in the Sales and Service occupations, and another 3 in the Trades and related occupations. Of the two senior manager roles advertised, one belonged to the Community and Social Services occupations and the other to Broadcasting.

TOP 5 HOURLY WAGE VACANCIES



\$120.00 Psychologist
@ Bay Psychology



\$80.00 Physiotherapist
@ Novo Peak Health

\$79.75 Psychologist
@ North Bay Regional Health Centre

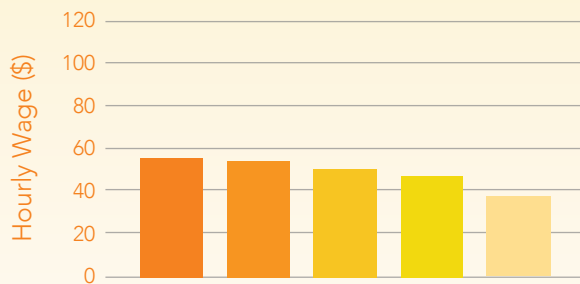
\$76.40 Nurse Practitioner
@ Ontario Health

\$75.00 Pharmacist
@ Marshall Park Pharmasave

TOP 5 HOURLY WAGE VACANCIES



\$56.00 Registered Nurse
@ West Parry Sound Health Centre



\$54.31 Assistant Director of Care
@ Eastholme Home for the Aged

\$49.25 Registered Nurse
@ Belvedere Heights

\$47.96 Physiotherapist
@ One Kids Place Children's Medical Treatment
Center of North East Ontario

\$38.46 Resort Manager
@ Jolly Roger Inn & Resort

TOP 3 ANNUAL SALARY VACANCIES

\$150,000.00

Real Estate Agent
@ Royal LePage Real Estate



\$148,429.00

District Manager
@ Ontario Ministry of Natural Resources and Forestry

\$140,000.00

Project Financial Controller
@ Ed Seguin & Sons Trucking and Paving

Lowest Annual Salary \$36,855.00

Receptionist
@ Lucenti Orlando Professional Corporation

TOP 3 ANNUAL SALARY VACANCIES

\$154,000.00

Duty Counsel - Family and Criminal
@ Legal Aid Ontario



\$153,000.00

Director - Finance
@ District of Parry Sound Social Services
Administration Board

\$150,000.00

Real Estate Sales Representative
@ Engel & Volkers Parry Sound

Lowest Annual Salary \$36,159.50

Executive Assistant
@ Near North District School Board

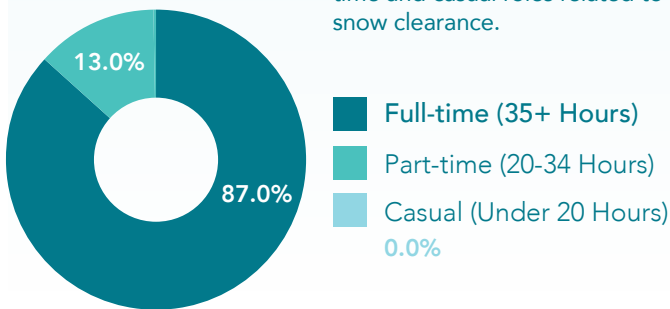
Half of the jobs (50.6%) in March listed an hourly wage and the average was \$28.42/hour. This is slightly higher (+3.7%, +\$1.02) than the current 12-month average of \$27.40/hour. Of the 253 postings, which listed an hourly wage, 7.5% (19) were listed at the provincial minimum wage of \$17.20/hour. This sees a slight decline after the significant increase in February which was attributed to the increased number of jobs looking to hire summer students for internships. For postings that listed an annual salary, the average was \$77,842.79/year. This is almost identical (-0.2%, -\$153.91) to the current 12-month average of \$77,996.70/year.

The average hourly wage in March for those postings which listed (56.5%) one, was \$26.38/hour. This is a decrease; -4.6% (-\$1.27/hour), to the current 12-month average of \$27.65/hour. Of the 104 postings which listed an hourly wage, 8 (7.7%) were listed at the new provincial minimum wage of \$17.20/hour. The average annual salary listed was \$72,065.06; slightly lower -2.8% (-\$2,040.99/year), than the current 12-month average annual salary. Both, wage and salary saw a decrease for the second consecutive month, but this can likely be attributed to increased hiring for summer students to fill in internships.

FULL-TIME / PART-TIME BREAKDOWN

87.0% of listings in March **↑ 0.1%** from February

87.0% (435) of the listings in March indicated that the employment offered would be classified as full-time. This figure is almost identical, +0.1%, from the previous month when 86.9% of the job postings were classified as full-time. Continuing with the expectations that, as the winter period is now behind us, there is less demand for part-time and casual roles related to snow clearance.

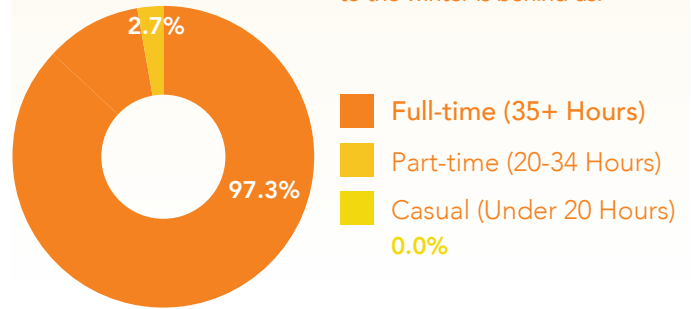


500 Postings listed hours offered (100%)

FULL-TIME / PART-TIME BREAKDOWN

97.3% of listings in March **↑ 10.3%** from February

97.3% (179) of the listings in March indicated that the employment offered would be classified as full-time. For a second month in a row, this is a significant increase; +10.3%, from the previous month where 87% of the job postings were classified as full-time. Further highlighting that the demand for part-time and casual roles related to the winter is behind us.

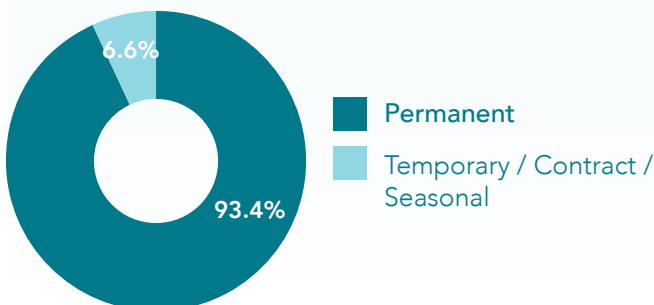


184 Postings listed hours offered (100%)

TERM OF EMPLOYMENT

93.4% of listings in March **↑ 0.1%** from February

93.4% (467) of the listings in March stated that the opportunity in question would be permanent. This is again almost identical (-0.1%) to the previous month's figure of 93.3%. This is a trend we have seen from the beginning of the new year, solidifying that jobs in December were hiring more temporary / seasonal workers for the festive season.

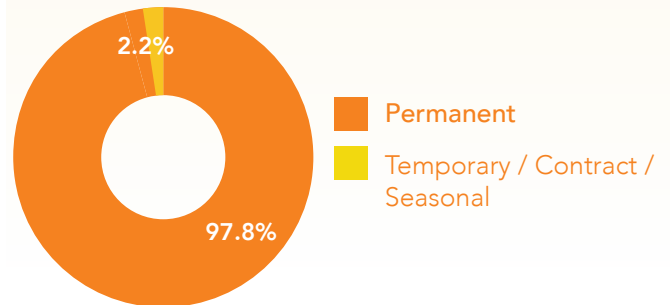


500 Postings listed hours offered (100%)

TERM OF EMPLOYMENT

97.8% of listings in March **↑ 1.7%** from February

97.8% (180) of the listings in March stated that the opportunity in question would be permanent. This is, almost identical (+1.7%) to the previous month's figure of 96.1% but again, in line with expectations as mentioned above.



184 Postings listed hours offered (100%)

ALL EMPLOYERS WITH POSTINGS IN MONTH



NIPISSING DISTRICT

401 Auto - North Bay Chrysler
CARQUEST Canada
Guy's Tire Sales Inc
Mr Seamless Eavestroughing Ltd
Redpath Mining Contractors and Engineers
True North Chevrolet Cadillac Ltd / Fix Auto North Bay
Access Storage
Cascades Casino
Hampton Inn by Hilton North Bay
Municipality of West Nipissing
Reliable Cleaning Services
Tulloch Engineering
Airport Animal Hospital
Cassellholme Home for the Aged
Hands, TheFamilyHelpNetwork.ca
Near North District School Board
Reliance Home Comfort
Tutor Match
Algonquin Nursing Home of Mattawa
Churchill's
Hoagies Diner
Near North Medical Clinic
Roofmart
Union of Ontario Indians
All About Gardens
Closing the Gap Healthcare
Holiday Inn Express Suites North Bay
Neddy's North Bay Hyundai
Roots Canada
United Rentals of Canada Inc.
Aramark Canada Ltd.
Columbia Forest Products Ltd
Home and Community Care Support Services
New North Exteriors
Royal LePage Real Estate
Van's Delivery, Moving and Storage
Ashley HomeStore North Bay
Commonwealth Plywood Distribution
Home Instead Senior Care
Nipissing Transition House
Science North
Victim Services of Nipissing District
Bay City Animal Hospital
Community Counselling Centre of Nipissing
IDA pharmacy
Nipissing University
Scotiabank - North Bay
Victorian Order of Nurses / VON
Bay Psychology
Community Living North Bay
IG Wealth Management
Nipissing-Parry Sound Catholic District School Board
See More Graphics
Volkswagen North Bay
Bay Truck Stop Family Restaurant
Conseil Scolaire Catholique Franco-Nord
Indigo Books & Music

Nordic Minesteel Technologies Inc.
Sephora Canada
Voyageur Aviation Corp
Bayshore Health Care
Conseil scolaire public du Nord-Est de l'Ontario
Innovation Initiatives Ontario North
North Bay Cycle and Sports
Serco Canada Inc.
Voyago
Bayside Grounds
Consolidated Homes Ltd
IPC
North Bay Humane Society
Shoppers Drug Mart
Wacky Wings
Bento Sushi North Bay
Contrans Flatbed Group
Ivan's Restaurant
North Bay Hydro
Sienna Senior Living
Wagg's Petroleum Equipment Ltd.
Bessette Contracting
Crisis Centre North Bay
K & K Automotive
North Bay Indigenous Hub
Softmoc
Walmart - North Bay
Best Western North Bay Hotel & Conference Centre
Dawson Dental - North Bay
Kal Tire
North Bay Mazda
Source For Sports North Bay
Waters Edge Care Community
Big Brothers Big Sisters of North Bay and District Incorporated
Dentistry on Airport
Karis Disability Services (formerly Christian Horizons)
North Bay Museum
Speedy Glass
Weed Man North Bay
Binx Professional Cleaning
Designed Roofing Inc
Kennedy Insurance Brokers Inc.
North Bay Parry Sound District Health Unit
Spencer Gifts
Wendy's Restaurants-North Bay
BioScript Solutions
Di-Corp
Kentucky Fried Chicken - Algonquin Ave.
North Bay Police Service
Staples Canada
West Ferris Day Nursery
Blue Sky Family Health Team
District of Nipissing Social Services
Administration Board
KIND Forest School
North Bay Regional Health Centre
Stockfish Automotive Group
West Nipissing Child Care Corporation
Bluenotes

DoorWay Technologies Inc.
Kohltech Windows & Entrance Systems
North Bay Regional Pharmacy
StorageVault Canada Inc.
West Nipissing General Hospital
BMO - North Bay
Dr L Waja
KPMG LLP
North Bay-Mattawa Conservation Authority
Structure Spine and Sport
West Parry Sound Health Centre
Boart Longyear Inc.
Eclipse Stores Inc
Kristin Hodge Dentistry
Northern Diversified Limited
Subway - Lakeshore Drive
Winmar Property Restoration
Boutique Marie Claire Inc
Economical Roof and Reno Co.
Kumon of North Bay
Northern Lakes Dental
Subway - Main Street
Wolseley Canada Inc.
Brainworks
Ed Seguin & Sons Trucking and Paving
Labonte Concrete Ltd
Novo Peak Health
Subway - Pinewood Park Drive
Workplace Safety North
Brand Momentum Inc.
EMCO Corporation
Legal Aid Ontario
One Kids Place Children's Medical
Treatment Center of North East Ontario
Subway - Shirreff Ave.
YMCA of Northeastern Ontario
Brandt Industries
Enterprise Rent-A-Car
Les Soeurs de l'Assomption de la Sainte vierge
Ontario Health
Subway - Sturgeon Falls
Burger World - Algonquin
Evergreen Landscaping
Levante Living - Barclay House
Ontario Ministry of Natural Resources and Forestry
Subway - Trout Lake Road
Burger World - Hammond
exp Global Inc.
LifeLabs
Ontario Ministry of Transportation
Syl's Neighbourhood Kitchen
Caisse Alliance
Express Parcel
Lucenti Orlando Professional Corporation
Ontario Northland
Talize
Callon Dietz
Fairstone
MacEwen North Bay
Outstanding Services
TC Energy

Campus Living Centres
FDM4
Magna Corporation
Parned Home Health Care
TD Bank - North Bay
Canada Post
FedEx Express Canada
Marina Point Village
Partner's Billiards and Bowling
The Corporation of the City of North Bay
Canadian Addiction Treatment Pharmacy
Fowler Construction Company Limited
Marshall Park Pharmasave
PartSource
The Cosmetic Clinic
Canadian Ecology Centre
Gangnam Korea - North Bay
Martin Roy Transport / MRT
Pavao Contracting Inc
THE HERB HAVEN
Canadian Forces Morale and Welfare Services
GardaWorld
Max Propane
Petsmart
The Home Depot - North Bay
Canadian Hock Exchange
Gateway Electric Motors
McDonald's (North Bay)
PHARA
The Sisters of St. Joseph of Sault Ste. Marie
Canadian Mental Health Association - North Bay and Area
Gateway Wellness Collective
Metal Fab Ltd.
Pilot Diamond Tools Ltd.
The Station Tap House & Steak co.
Canadian Shield Health Care Services Inc.
GFL Environmental
Miller Paving
Posh Beauty Spa
The Submarine Place
Canadian Tire - North Bay
Giant Tiger - North Bay
Millford Development Limited
PosPro Financial
Tim Hortons - Sturgeon Falls
Canadore College - College Drive
Godspeed Group
Ministry of Children, Community and Social Services
Professional Respiratory Home Care Service Corp. / ProResp
TNT Landscaping
Can-Blast Inc
GoodLife Fitness
Ministry of the Environment, Conservation and Parks
ProLink Contracting
Tomahawk Construction Services
CarePartners
GreenFirst Forest Products Inc.
Morguard
Rahn Plastics Inc.
Tremblay's Pro Power Wash

Continued on next page



PARRY SOUND DISTRICT

1886 Lake House Bistro
Maurizio's Pizzeria
West Parry Sound Health Centre
Adams Bros. Construction
McDonald's
Wolseley Canada Inc.
Air Liquide
McDonald's (Parry Sound)
Wylaw Professional Corporation
Algonquin Basecamp
McNabb Furniture
YMCA of Simcoe/Muskoka
Almaguin Highlands Community Living
Monteith Correctional Complex
Almaguin Highlands Family Health Team
Mosquito Busters Inc.
Aramark Canada Ltd.
Nails by Siri
Arborworks
Near North District School Board
Bayshore Health Care
Near North Movers
Belvedere Heights
Oak Ridge Timber Company
Bernard's Bistro On The Lake

One Kids Place Children's Medical
Treatment Center of North East Ontario
Best Buy Express
Ontario Federation of Anglers and
Hunters (OFAH)
Best Western Plus Parry Sound
Ontario Health
Boston Pizza - Parry Sound
Ontario Ministry of Natural Resources
and Forestry
Bourgeois Ford North
Osprey Links Golf Course
Brand Momentum Inc.
OUR Center Foster Care
Brunswick Sports Grill & Bar
Parry Sound Inn and Suites
Buffed Total Cleaning
Parry Sound KOA Holiday
Callander Bay Heritage Museum
Riverview Dental Centre
Callander IDA
RONA - Parry Sound
Camp Kodiak
Rose Point Marina
Camp Manitou
Science North
Canada Post
Scotiabank - Parry Sound
Canadian Hearing Services
Seguin Valley Golf Club

Canadian Mental Health Association
Shoppers Drug Mart
CarePartners
Sobey's Inc.
Community Living Parry Sound
South Parry Lumber
Crofters Food Ltd
Stacked Pancake and Breakfast House
CSN Buchans
Starbucks
Danielle Smith Professional Accounting
Services
Subway - Parry Sound
Dawson Dental - Callander Bay Dental
Swift Canoe and Kayak
DayCon Limited
Tailwinds Bar & Grill
Dent Bay Baking Company
Terrace Suites
Eastholme Home for the Aged
The Beer Store
Employment North
The Friends
Engel & Volkers Parry Sound
The Home Depot - Parry Sound
Extreme Custom Carpentry

The Township of Armour
Georgian Bay Travel Center
Tim Hortons - Parry Sound
Glen Bernard Camp
Tim Hortons Foundation Camps
Goat Transport Inc.
Township of the Archipelago
Grand Tappattoo Resort
Trestle Brewing Company Limited
Jolly Roger Inn & Resort
Upton Quality
Kawartha Credit Union
Vandermeer's Painting
Killbear Marina Inc.
Victorian Order of Nurses / VON
Little Gardens
Village of Sundridge
Little Kickers
Vista Radio Ltd
Lofthouse Manufacturing (a Division of
Brawo Brassworking Limited)
W.S. Morgan Construction Limited
Log Cabin Inn & Catering
Water Depot Parry Sound
Maid to Perfection
Wave Fibre Mill



WHAT IS THE LMG MONTHLY JOBS REPORT?

This Jobs Report is a monthly publication produced by the Labour Market Group.

Each month we compile this report based on our job portal **readysethired.ca**.

Readysethired.ca is an online job portal that provides and collects real time job postings within the districts of Nipissing and Parry Sound. These postings are updated daily and provide job seekers with a one stop shop for local current employment opportunities.

FOR MORE INFORMATION & FURTHER DETAILS ABOUT LOCAL JOBS, PLEASE CONTACT :

The Labour Market Group
readysethired.ca
info@thelabourmarketgroup.ca



The Labour Market Group
Guiding partners to workforce solutions.