



District of Parry Sound Social Services Administration Board 2025 Operating and Capital Budget

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District of Parry Sound



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2025 BUDGET HIGHLIGHTS

The 2025 Operating and Capital Budget has been developed by the Senior Leadership Team with a commitment to ensuring the District of Parry Sound Social Services Administration Board (DSSAB) can continue to maintain existing levels of service to the community while minimizing municipal levy fluctuations and maximizing Provincial-Municipal cost sharing arrangements.

NET REQUIRED MUNICIPAL LEVY - \$7,231,074 (3.95% over 2024 Net Levy)

- 2.42% property tax rate increase (\$5.36 on property valued at \$500,000)
- An increase or decrease of \$70,000 to the net levy is equal to 1%
- 2025 budget is funded primarily through: provincial funding (58%); municipal funding (16%); and user fees and grants (27%).
- Includes \$1,235,000 contribution to capital reserves
- Inflationary pressures for the DSSAB include:
 - Adjustments for 2025 collective agreement negotiations;
 - CPI increase for non-union staff;
 - Utilities –hydro & gas– 5% + per year
 - Insurance premiums
 - Cost of supplies and construction increasing due to supply limitations
- Interdepartmental Overhead Allocations:
 - In 2025, the DSSAB continues the allocation of corporate services to program departments to better reflect the true costs of the services. The allocation method provides a consistent, fair and efficient method for distributing costs to program departments on an annual basis;
 - Allocated costs include:
 - ✓ CAO's Office, Finance, Human Resources
 - ✓ Corporate Wide Communications
 - ✓ Information Technology
- The 2025 Budget structure includes:
 - Operating Budget which provides the necessary resources to deliver programs and services to meet the needs of the community and accommodates for inflationary pressures.
 - Capital Budget which provides for the infrastructure requirements of DSSAB buildings and equipment, and social housing stock as identified in the Asset Management Plan (AMP)

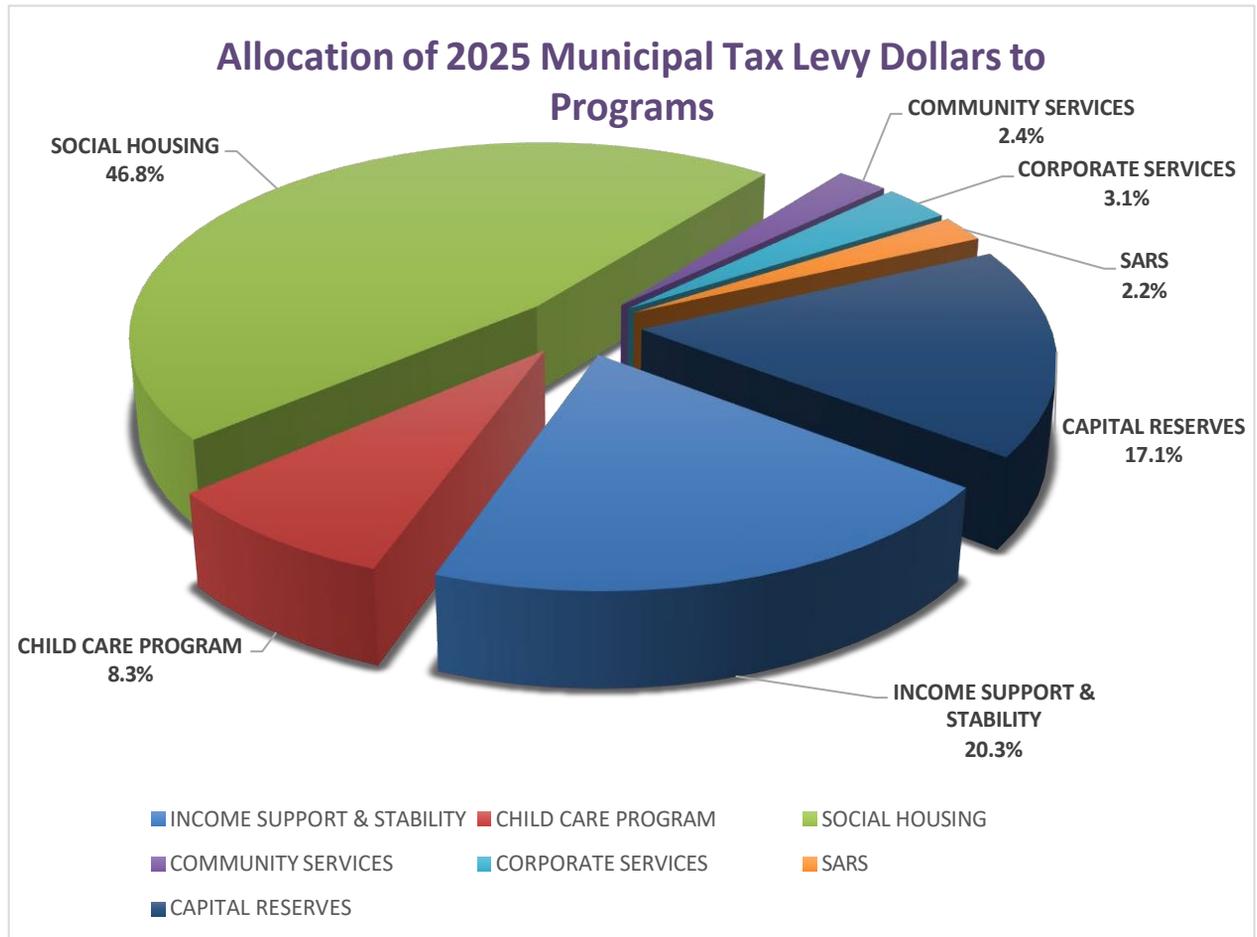
CAPITAL BUDGET - \$3,288,991 funded through capital reserves and grants

- Expenditures based on 2025 asset management plan derived from building condition assessments completed in 2023
- Includes \$500,000 for Non-Profit Housing Providers

SUMMARY OF MUNICIPAL LEVY – 3.95% CHANGE TO LEVY

	2024 Budget	2025 Budget	% of Program Budget of 2025 Net Levy	2025 Tax on \$500k MPAC Assessment
Income Support & Stability Program	1,443,992	1,467,000	20.3%	46.03
Child Care Program	449,590	597,486	8.3%	18.75
Housing Program	3,340,798	3,382,265	46.8%	106.13
Community Services	180,171	170,787	2.4%	5.36
Corporate Services	-	221,337	3.1%	6.95
Social Assistance Restructuring Fund	275,200	157,200	2.2%	4.93
	\$ 5,689,751	\$ 5,996,074	82.92%	\$ 188.15
Capital Reserve Contributions	1,266,600	1,235,000	17.1%	38.75
	\$ 1,266,600	\$ 1,235,000	17.08%	\$ 38.75
	\$ 6,956,351	\$ 7,231,074	100.00%	\$ 226.91

Increase / (Decrease) to Net Municipal Levy	\$ 274,724
Percentage Increase / (Decrease) To Net Levy	3.95%
Percentage Increase / (Decrease) To Tax Rate	2.42%
Increase / (Decrease) On \$500,000 MPAC Assessment	\$ 5.36



MUNICIPAL LEVY RATE vs. PROPERTY TAX RATE TRENDS

The chart on the next slide illustrates the direct relationship between the DSSAB's levy rate and its calculated property tax rate over the previous ten (10) budget years based on a residential home assessed at \$500,000 in the District of Parry Sound.

The DSSAB's levy rate has hovered between (0% to 3.86% - **blue line**) over the previous ten (10) budget years 2015 – 2024 and has been calculated and presented as a higher budget rate each year than the DSSAB's total annual budget calculated as a district municipal property tax rate for the same budget years. (-.90% to 2.39% - **orange line**).

The examples below, comparing with budget years 2015 and 2014, explain how the DSSAB annual levy rate and the DSSAB annual property tax rate are calculated each year:

- **DSSAB annual levy rate is calculated each year as a percentage increase of the prior budget year:**
 1. DSSAB 2015 Municipal levy less DSSAB 2014 Municipal Levy
= 2015 Municipal Levy \$ increase
 2. 2015 Municipal Levy \$ increase divided over DSSAB 2014 Municipal Levy
= 2015 municipal levy rate increase as a %
- **DSSAB's district annual property tax rate increase is calculated each year as a percentage increase of the prior budget year:**
 1. DSSAB 2015 Municipal Levy divided over 2015 Total Residential Assessment Value \$ in District of Parry Sound
= 2015 property tax rate as a percent %
 2. DSSAB 2014 Municipal Levy divided over 2014 Total Residential Assessment Value in District of Parry Sound
= 2014 property tax rate as a percent %
 3. 2015 property tax rate percent less 2014 property tax rate percent

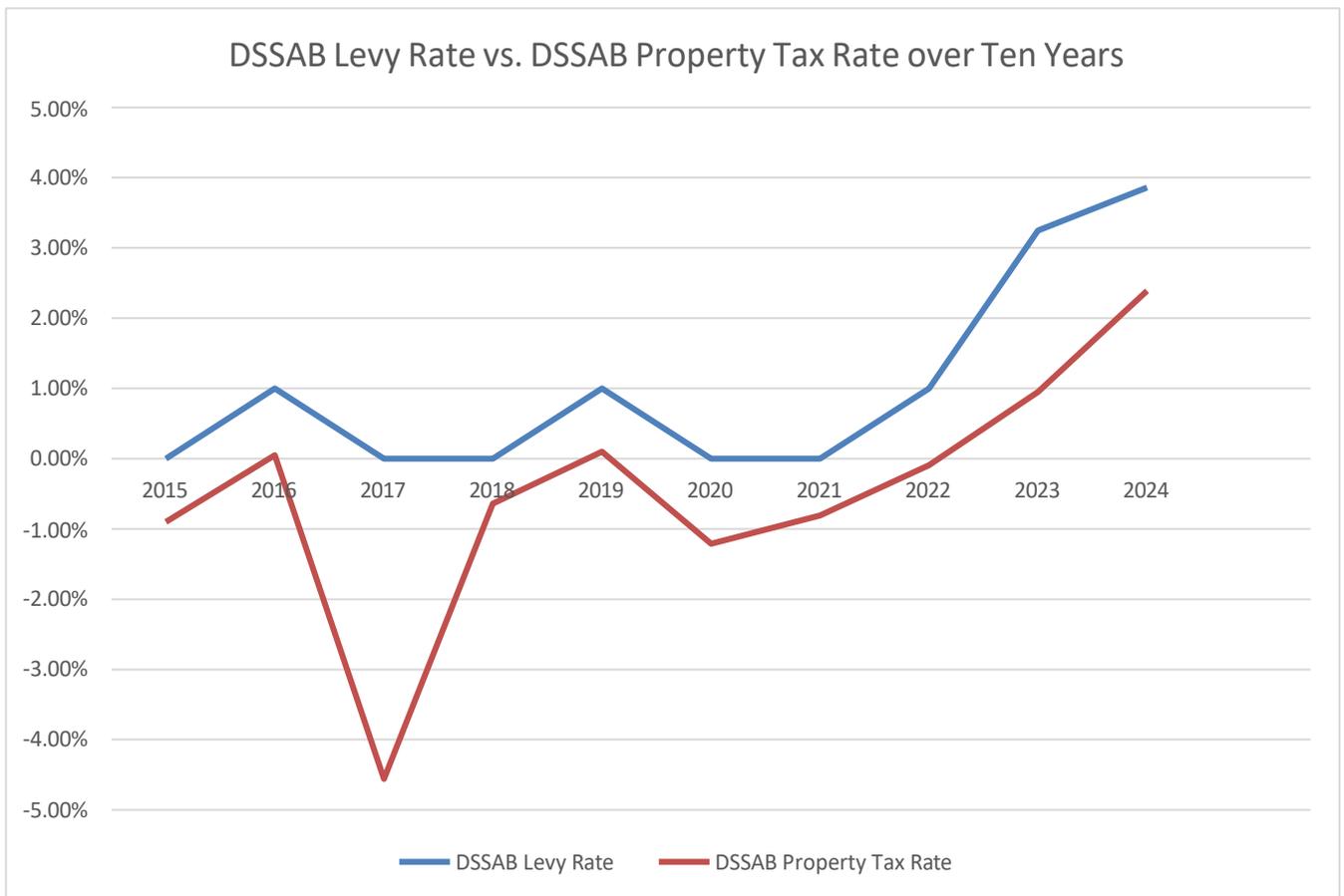
= 2015 property tax rate increase as a percent % and converted to property tax dollars on various MPAC residential home assessment values.

MUNICIPAL LEVY RATE vs. PROPERTY TAX RATE TRENDS

The chart below illustrates the analysis from the previous slide and compares the DSSAB's levy rate with its district wide property tax rate each year for the previous ten-year (10) budget years (2015 thru 2024).

Due to the increased residential assessment growth each year in the District of Parry Sound, the DSSAB's total ten (10) year property tax rate has resulted in a decrease of (4.72%) and equated to a total decrease of \$11.11 on a residential home assessed at \$500,000 in the District of Parry Sound.

The next slide will illustrate each municipality's apportionment share of the total ten-year (10) property tax decrease (4.72%) based on each municipality's total assessment growth over ten (10) years.



DISTRICT ASSESSMENT GROWTH vs. DISTRICT PROPERTY TAX RATE DECREASE

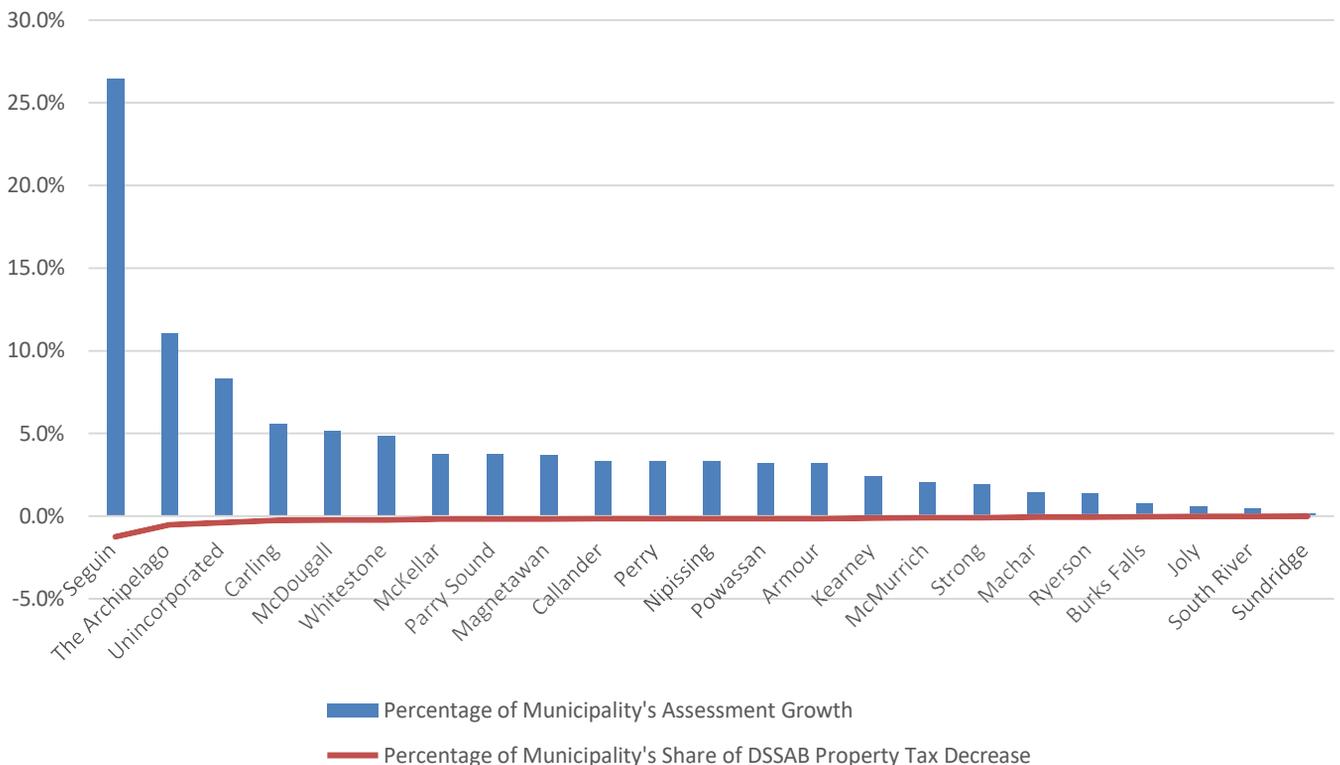
The District of Parry Sound’s assessment value (growth) has increased by \$2,046,492,602 over the previous ten (10) years, 2015 thru 2024. The blue bars in the chart below illustrates each municipality’s as well as townships without municipal organization’s total ten-year (10) assessment growth dollars as a percentage of the District’s total ten-year (10) assessment growth value.

The red line in the chart represents the DSSAB’s total ten-year (10) property tax rate decrease of (4.72%) and each municipality’s share of this decrease based upon its total ten-year (10) assessment growth percentage as calculated above.

The analysis illustrates that the Township of Seguin has seen the highest total ten-year (10) assessment growth percentage of 26.5% and therefore its share of the DSSAB’s total property tax rate decrease over ten years has been 1.25% or \$0.14 for a residential home assessed at \$500,000.

Inversely, we see that the Village of Sundridge has seen the lowest total ten-year (10) assessment growth percentage of 0.2% and therefore its share of the DSSAB’s total property tax rate decrease over the same period has been (.01%) or (\$.001) for a residential home assessed at \$500,000.

Percentage of District Assessment Growth per Municipality and share of DSSAB's Property Tax Rate Decrease over 10 budget years



2025 MUNICIPAL LEVY DISTRIBUTION PER APPORTIONMENT GUIDELINES

The DSSAB's total 2025 municipal levy of \$7,231,074 is funded by twenty-two (22) area municipalities and two (2) townships without municipal organization within the District of Parry Sound. Funding distribution calculations are based on the municipal levy distribution per apportionment guidelines.

In the chart below, we see each participant's 2024 and 2025 total residential assessment value (less exempt) and its 2024 and 2025 apportionment share calculated as a percentage of its assessment value in the District of Parry Sound total assessment.

Each apportionment percentage each year is then used to calculate each participant's share of the total DSSAB's municipal levy each year. Column E in the chart depicts the 2025 funding increase over 2024 funding for each participant.

	A	B	C	D	E		
<i>Municipality</i>	<i>2024 Current Value Assessment Less Exempt</i>	<i>2024 Apportionment Percentage</i>	<i>2024 Levy Actual</i>	<i>2025 Current Value Assessment Less Exempt</i>	<i>2025 Apportionment Percentage</i>	<i>2025 Levy Budget</i>	<i>2025 Levy Increase (Decrease) D - A</i>
<i>Seguin</i>	3,728,683,327	23.75%	1,652,142	3,775,401,627	23.69%	1,713,318	61,176
<i>The Archipelago</i>	2,186,371,509	13.93%	968,759	2,199,153,000	13.80%	997,999	29,240
<i>Carling</i>	1,082,866,354	6.90%	479,807	1,101,124,705	6.91%	499,702	19,895
<i>McDougall</i>	814,363,000	5.19%	360,836	828,785,100	5.20%	376,112	15,276
<i>Parry Sound</i>	792,052,500	5.05%	350,950	800,812,600	5.03%	363,417	12,467
<i>Magnetawan</i>	740,423,818	4.72%	328,074	750,138,709	4.71%	340,421	12,347
<i>McKellar</i>	704,568,509	4.49%	312,187	718,860,600	4.51%	326,227	14,039
<i>Whitestone</i>	642,915,810	4.10%	284,870	656,678,801	4.12%	298,008	13,138
<i>Callander</i>	579,209,300	3.69%	256,642	585,851,700	3.68%	265,866	9,224
<i>Perry</i>	505,235,200	3.22%	223,865	514,298,500	3.23%	233,394	9,530
<i>Nipissing</i>	411,311,993	2.62%	182,248	414,833,193	2.60%	188,256	6,008
<i>Armour</i>	406,795,118	2.59%	180,247	420,497,209	2.64%	190,826	10,579
<i>Kearney</i>	399,515,109	2.54%	177,021	406,801,200	2.55%	184,611	7,590
<i>Powassan</i>	357,155,924	2.27%	158,252	359,907,477	2.26%	163,330	5,078
<i>Strong</i>	308,053,900	1.96%	136,496	310,427,600	1.95%	140,875	4,380
<i>Machar</i>	274,016,800	1.75%	121,414	280,713,900	1.76%	127,391	5,977
<i>McMurrich</i>	245,495,500	1.56%	108,777	260,240,000	1.63%	118,100	9,323
<i>Ryerson</i>	200,528,000	1.28%	88,852	206,564,300	1.30%	93,741	4,889
<i>Sundridge</i>	106,903,900	0.68%	47,368	108,535,500	0.68%	49,255	1,887
<i>Burks Falls</i>	83,299,300	0.53%	36,909	83,977,100	0.53%	38,110	1,201
<i>South River</i>	75,657,700	0.48%	33,523	76,632,200	0.48%	34,777	1,253
<i>Joly</i>	65,946,800	0.42%	29,221	67,340,100	0.42%	30,560	1,338
	14,711,369,371	93.71%	6,518,461	14,927,575,121	93.68%	6,774,294 ▲	255,834
<i>Unincorporated</i>	988,267,200	6.29%	437,891	1,006,543,100	6.32%	456,780	18,889
Total	\$ 15,699,636,571	100%	\$ 6,956,352	\$ 15,934,118,221	100%	\$ 7,231,074	\$ 274,722

2025 MUNICIPAL TAX LEVY INCREASE PER MPAC ASSESSEMENTS

As illustrated in the chart below for various MPAC assessment property values, the DSSAB's total 2025 municipal levy converted to a district property tax rate has increased by 2.42% over 2024 rates.

For a residential home assessed at \$500,000, the chart illustrates that a property owner will pay an extra \$5.36 more on their 2025 property tax bill for DSSAB human services.

It is important to note that this is a general calculation based on the District of Parry Sound total assessment value on a home valued at \$500,000. These amounts will vary for each municipality based on each municipality's total 2025 budget divided over its total 2025 assessment dollars.

District of Parry Sound Social Services Board Impact on 2025 Assessment and 2025 Draft Tax Rate Increase						
ASSESSMENT EXAMPLES	2024 Tax Rate	2024 Property Tax	2025 Tax Rate	2025 Property Tax	Percentage Increase	Total estimated tax dollar increase
Per \$100,000 of Assessment	0.04431%	\$44.31	0.04538%	\$45.38	2.42%	
TOTAL \$		\$ 44.31		\$ 45.38		\$1.07
\$200,000 Assessed Value	0.04431%	\$88.62	0.04538%	\$90.76	2.42%	
TOTAL \$		\$ 88.62		\$ 90.76		\$2.14
\$250,000 Assessed Value	0.04431%	\$110.77	0.04538%	\$113.45	2.42%	
TOTAL \$		\$ 110.77		\$ 113.45		\$2.68
\$350,000 Assessed Value	0.04431%	\$155.08	0.04538%	\$158.83	2.42%	
TOTAL \$		\$ 155.08		\$ 158.83		\$3.75
\$500,000 Assessed Value	0.04431%	\$221.54	0.04538%	\$226.91	2.42%	
TOTAL \$		\$ 221.54		\$ 226.91		\$5.36
\$750,000 Assessed Value	0.04431%	\$332.32	0.04538%	\$340.36	2.42%	
TOTAL \$		\$ 332.32		\$ 340.36		\$8.04
\$1,000,000 Assessed Value	0.04431%	\$443.09	0.04538%	\$453.81	2.42%	
TOTAL \$		\$ 443.09		\$ 453.81		\$10.72
\$1,500,000 Assessed Value	0.04431%	\$664.63	0.04538%	\$680.72	2.42%	
TOTAL \$		\$ 664.63		\$ 680.72		\$16.08

OPERATING AND CAPITAL 2025 BUDGET OVERVIEW

Program Departments:

Income Support - \$23,008 increase to municipal levy

Ontario Works financial assistance costs have been budgeted at the same level as in 2024.

A reduction of \$339,383 has been made in 2025 for program costs to reflect the reduction in Provincial funding. The Transfer Payment Agreement for Income Support requires a 50/50 split for provincial and municipal funding, and as such we are required to put \$1,467,000 on the municipal levy for the Income Support Program.

Childcare Service Management - \$147,894 increase to municipal levy

There has been a \$147,894 increase to the 2025 municipal levy from 2024. On November 26, 2024 the Province issued new Ontario Child Care and Early Years Funding Guidelines and Transfer Payment Agreement to be effective for 2025. The new agreements have a large portion of provincial funding enveloped in a Cost-Based Funding Allocation. This allocation has no flexibility to be used on administration. We already know we will be returning funding because we know how much needs to be sent out using cost-based workbooks for each childcare centre. We have a small bucket of flexibility funding for local priorities that we have maximized for 2025 within the guidelines. This inflexibility in funding has caused the increase to the municipal levy.

Social and Affordable Housing - \$41,469 increase to municipal levy

Program costs have increased the municipal levy by \$41,469 from 2024 to 2025. The Local Housing Corporation (LHC) social housing units were downloaded to the DSSAB without capital reserves in 2000. At the same time, responsibility for the non-profit housing provider operating agreements was transferred to us. Although these units had reserves, they were minimal, and the buildings were, on average, 20 years old.

Due to decreases in federal funding and the current level of high inflation in the province, labour, material, and subcontractor costs continue to rise to meet the ongoing repairs and maintenance of our buildings and services to tenants.

Community Services – (\$9,384) decrease to municipal levy

Community Services program costs, for our Women's Services and Housing Stability Programs have decreased the 2025 municipal levy by (\$9,384). This decrease has resulted from additional provincial funding for Esprit and the ability to utilize donations. Also, we continue to utilize one-time grant funding from the province and allocate deferred revenue funding for a portion of the Housing Stability Program.

OPERATING AND CAPITAL BUDGET OVERVIEW CONTINUED

The Social Assistance Restructuring Allocation (SARS) - \$118,000 decrease to municipal levy

There has been a \$118,000 decrease to the 2025 municipal levy from 2024. Funding to local food banks has increased by \$6,000, however the amounts for 2024 budget were not needed and put into reserves. Housing Stability had received additional Provincial funding for emergency food and shelter in 2024 that was used instead. Staff have recommended to adjust the approval process for the spending allocation. Each year's spending allocation shall be included and considered for approval by the Board as part of the annual consolidated budget each year. These funds are used to support those in our communities with the most limited resources and include funding for local food banks, the emergency shelter and energy program, community-based supports for children and the transitional support program.

Corporate Services – \$221,337 increase to municipal levy

There has been an increase of \$221,337 to the municipal levy for 2025 compared to 2024. Program revenue recoveries are recorded to offset corporate service expenses. However, many programs have a stipulated amount they can spend on allocated administration, which we have maxed out. The remainder of administration that can't be covered by program revenue recoveries and interest income must be put on the municipal levy. Total corporate services costs have decreased \$113,761 in 2025 compared to 2024.

Contributions to Reserves – (\$31,601) decrease to municipal levy

As communicated earlier, the Local Housing Corporation (LHC) buildings were transferred from the Province to the DSSAB without capital reserves in 2000. At the same time, responsibility for the non-profit housing provider operating agreements was transferred to us. Although these units had reserves, they were minimal, and the buildings were on average 20 years old.

One of our greatest priorities over the years has been to minimize the risk of a potential capital fund deficit for these buildings. To minimize this risk, in 2023, the Board approved the capital cost of an external consultant to assess and prepare 25-year building condition assessments (BCAs) on DSSAB, LHC and nonprofit housing provider building assets.

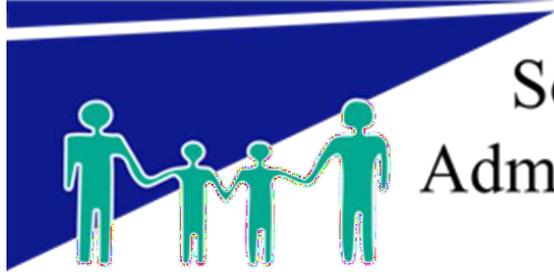
These BCAs will provide us with a 25-year guideline for capital replacement planning and capital reserve funding and have been uploaded into Yardi Financial system in 2024 to form the organization's asset management plan. Using these plans will allow management and the Board to make better decisions regarding the maintenance, replacing and disposing of infrastructure assets in a sustainable manner.

Total annual operating and capital costs incurred on each building will be reported and reflected in the asset management system and we will be able to establish a consistent funding approach which minimizes levy variability and formulates funding costs into the future to sustain program operations and infrastructure.

TOTAL EXPENDITURES AND FUNDING

	2024 Budget	2025 Budget	Increase / (Decrease)
Income Support			
Income Support Financial Assistance	\$8,262,000	\$8,262,000	-
Income Support Program	3,666,684	3,327,300	-339,384
	11,928,684	11,589,300	-339,384
Child Care Service Program			
Child Care Service Management	852,547	3,474,127	2,621,580
External Child Care Providers	2,885,525	4,267,505	1,381,980
Directly Operated Child Care	6,509,223	6,035,771	-473,451
Quality Assurance	222,574	192,061	-30,513
Early Years	1,300,457	1,300,457	-
Inclusion Support Services	644,381	681,117	36,736
	12,414,707	15,951,039	3,536,332
Housing Service Program			
Housing Service Management	3,595,628	1,998,298	-1,597,330
Property Maintenance & Capital Projects	8,358,537	6,425,522	-1,933,015
Tenant Services	710,782	689,581	-21,201
NOAH Meadowview Housing	634,500	657,099	22,599
	13,299,447	9,770,500	-3,528,947
Community Service Programs			
Social Assistance Restructuring Fund	287,200	293,200	6,000
Women's Services	1,157,848	1,140,900	-16,948
Housing Stability	2,091,690	2,075,437	16,253
DSSAB Buildings Maintenance	434,265	466,902	32,637
	3,971,003	3,976,439	5,436
Corporate Service Programs			
Administration	2,427,358	2,397,837	-29,521
Information Technology	1,158,862	1,106,543	-52,319
	3,586,220	3,504,380	-81,841
Contributions to Capital Reserves			
Social Housing Capital Fund	735,000	735,000	-
DSSAB Buildings Capital Fund	700,000	500,000	-200,000
Information Technology Reserve	149,200	150,000	800
	1,584,200	1,385,000	-199,200
Total Operating Costs	46,784,261	46,176,657	-607,604
Less Funding From Sources			
Provincial Funding	23,046,963	26,596,218	3,549,255
Parent Fee Revenue	1,020,000	951,542	-68,458
Federal Funding	585,815	316,223	-269,592
Tenant Revenue	985,000	1,200,000	215,000
Investment Income	416,383	655,000	238,617
Other Revenue & Cost Recoveries	13,773,748	9,226,600	-4,547,148
	39,827,908	38,945,583	-882,326
Net Municipal Levy	\$ 6,956,352	\$ 7,231,074	\$ 274,722
Residential Tax Rate	0.04431%	0.04538%	2.42%
Tax Dollars on a \$500,000 Residential Home	\$ 221.54	\$ 226.91	\$ 5.37

District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Income Support & Stability Program

INCOME SUPPORT & STABILITY PROGRAM - INTRODUCTION

The Income Support & Stability division provides integrated services through the administration of the Ontario Works program to eligible residents of the District of Parry Sound 16 years of age or older, by authority of the Ontario Works Act, 1997 and through the Housing Stability program and the administration of Homelessness Prevention Program funding provided by the Ministry of Municipal Affairs and Housing (MMAH).

Ontario Works

The program provides Life Stabilization supports and provides referrals and coordination with a variety of community partners including Housing Stability, Housing Programs, Employment Ontario, CMHA, ODSP, Esprit and the West Parry Sound Health Centre. Adults must participate in these activities to enable them to become self-reliant.

Ontario Works also issues financial employment and discretionary benefits along with Homelessness Prevention Program funding to eligible OW participants to support life stabilization. The program supports other low-income individuals and Ukrainian migrants through the issuance of Emergency Assistance, which provides short term financial assistance to those that may be in crisis and works closely with our Housing Stability program in this regard. The integration of Income Support and Housing Stability aligns with the DSSAB's Strategic Plan. Offices are located in the Town of Parry Sound and the Village of South River.

Housing Stability

The Housing Stability Program has two main program outcomes:

- To support those who are homeless obtain and retain housing.
- To support those at risk of homelessness remain housed.

The program and clients are supported through Homelessness Prevention Funding which is used to support rental/utility arrears, connection fees, rental deposits. The program works closely with our community partners to provide integrated supports, outreach and intense case management to the most vulnerable in our district.

The Division is comprised of the following Staff:

- Director of Income Support and Stability
- Supervisors of Income Support & Stability x 2
- Program Leads x 2
- Integrity Officers x 1
- Integrated System Navigators x 16
- Case Support Workers x 4

INCOME SUPPORT & STABILITY PROGRAM – INTRODUCTION CONTINUED

The Income Support & Stability Program provides the following services:

Ontario Works

- Case coordination and system navigation to a variety of life stabilization supports and services to OW participants and ODSP non-disabled adults
- Issuance of Participation, Mandatory and Discretionary Benefits for dental, vision care, travel, housing etc;
- Emergency Assistance issuance for other low-income individuals and Ukrainian Migrants
- Discretionary Benefits for ODSP recipients
- Administer Children’s Rec Fund to Social Assistance recipients and Community Housing Tenants
- Completes the Eligibility Verification Process
- Provides access point to other DSSAB programs and services through Integrated System Navigators
- Provides Front Desk reception duties to the DSSAB

Housing Stability

- Administer Homelessness Prevention Program funding to eligible clients to help secure or maintain stable housing.
- Operates transitional housing throughout the district
- Manage the By Name List, which tracks those who are homeless in the district along with chronicity that helps to prioritize supports and services.
- Provide intense case management with a Housing First approach.
- Provides outreach, referrals and leads community service coordination and system navigation with a variety of Stability Supports.
- Provides Public Education
- Provide Transitional Support to residents of Esprit and other victims of Domestic Violence and Human Trafficking
- Acts as a ‘homelessness’ resource to the DSSAB and the community at large

INCOME SUPPORT & STABILITY PROGRAM – ACCOMPLISHMENTS

2024 Major Accomplishments:

Ontario Works

- Expanded our Mental Health program with Community Counselling Centre to address waitlist pressures
- Integrated our Case Worker and Homelessness CRW's into a new integrated position called Integrated System Navigator
- Program continues connect those that can work to employment. In 2024 we are exceeding or maintaining our 2023 performance levels regarding % of caseload and % of exits to employment.
- Enhanced the work and coordination with Community Partners to provide wrap around supports.
- 23% of the caseload is enrolled in MyBenefits.
- Continue to enhance our FIIT Case Management System with increased integration of other DSSAB programs and streamlining to current processes.
- Continued our Employment Placement Program in partnership with Employment North
- Continued 100% completion rate for the EVP (Eligibility Verification Process).
- Transformational Coaching and Case Management training conducted across the district

Housing Stability

- Began operating transitional housing to support those on our By Name List. In East Parry Sound (4 units). Will take over 1 unit in West Parry Sound as of January 1, 2025
- Integrated our Case Worker and Homelessness CRW's into a new integrated position called Integrated System Navigator
- Continued integration of our Community Relations Workers to provide transitional support for VAW/Human Trafficking Survivors at Esprit
- 60% of all people have been housed from our By Name List since inception in 2021
- Enhanced working relationships with community partners. Continued partnership with the West Parry Sound Health Centre for our Mental Health and Addiction Worker and the Safe Justice Bed program.
- Continued outreach to Food Banks, By Law, Municipal Offices, The Hub, NPLC's, encampments
- Memorandum of Understanding with Community Paramedicine program continued in 2024, looking to expand partnership to include ride-alongs for DSSAB staff to provide strategic and integrated services for mutual clients.

INCOME SUPPORT & STABILITY PROGRAM – CHALLENGES

Significant Challenges for 2025:

Ontario Works

- Employment Services Transformation - As of March 1st, 2025, we will move over to the new model. College Boreal will be our new Service System Manager for Employment Services in the northeast catchment area.
- Included with this, an integrated Common Assessment has been implemented in Ontario Works and will 'integrate' services with Employment Ontario. The tool presents challenges for staff.
- We will see a gradual funding decrease over a 3-year period beginning in 2025 of \$482,200
- Full Centralized Intake expansion is expected in early 2025. The Ontario Works Intake Unit (OWIU) will be responsible for all initial eligibility for OW applications.
- No new rate increases for Ontario Works participants since 2018. A single person on OW receives \$733/month so ongoing inflationary pressures exacerbate the barriers of housing, transportation and food security with our clients.
- Mental Health and Addictions challenges among the caseload with an increased intensity. Services cannot meet demand.
- MCCSS forecasts that our caseload will increase to near pre-pandemic levels over the next 2 years to nearly 700. The average caseload has continued to creep up, currently at an average of 590 (up 5% over 2022).
- Lack of primary health care options

Housing Stability

- Inflation making the cost of maintaining safe and stable housing a challenge for many.
- An increasingly aging and complex population that requires Alternate Levels of Care (ALC) due to medical, cognitive, or mental health concerns beyond the skill set of our staff.
- Housing supply especially for those with low incomes
- Community Mental Health and Addiction supports are struggling to keep up with demand.

2025 Budget Impacts:

Ontario Works

- Funding has been maintained at the same levels since 2018 with only a small PDF funding increase in 2025
- We will see a gradual funding decrease over a 3-year period beginning in 2025 of \$482,200

INCOME SUPPORT & STABILITY PROGRAM – CHALLENGES

Housing Stability

- Inflation will impact housing costs for low income and vulnerable people. Housing allowances and Rent Supplements are limited.
- Ongoing investment in Mental Health and Addiction worker in partnership with West Parry Sound Health Centre
- Taking over Lease from Esprit for transitional housing unit at 118 Church St in Parry Sound.

INCOME SUPPORT PROGRAM - OPERATING BUDGET 2025

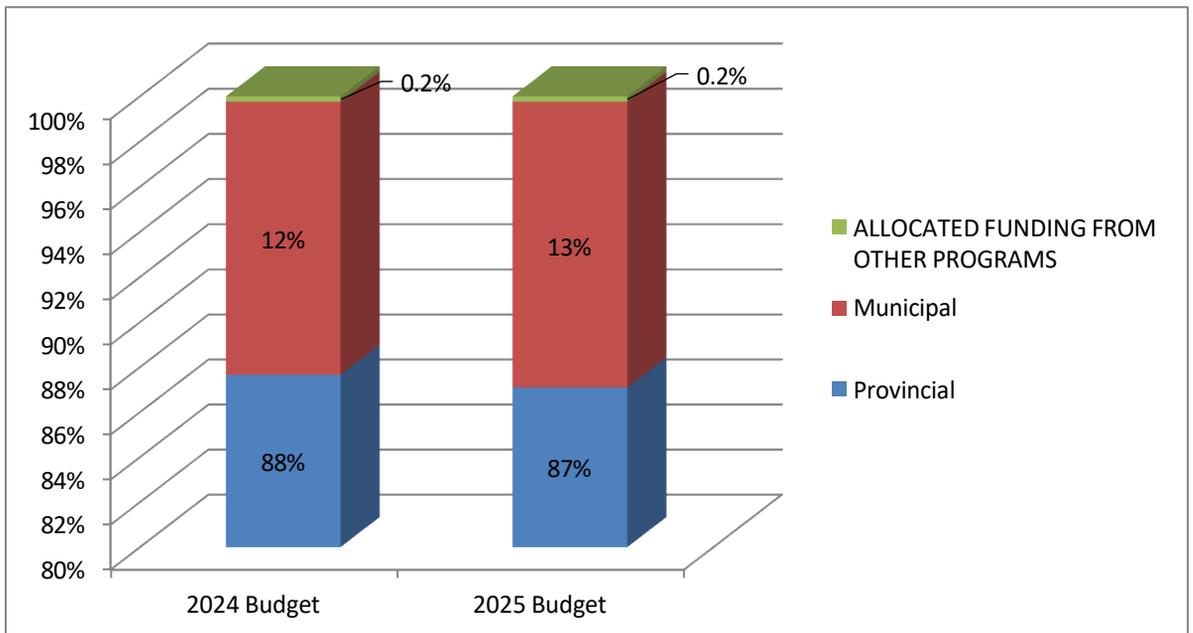
District of Parry Sound



Operating Budget 2025

Income Support Program

	A	B	C	VARIANCES Increase / (Decrease)	
				2024 Projection <u>vs</u> 2024 Budget (B - A)	2025 BUDGET <u>vs</u> 2024 Budget (C - B)
	2024 PROJECTI ON	2024 BUDGET	2025 BUDGET		
Salaries & Benefits	1,087,496	1,836,334	1,445,484	748,838	-390,850
Operating Costs	1,075,475	1,504,950	1,632,416	429,475	127,467
Employment Assistance Costs			229,400	57,177	76,000
	248,223	305,400			
Child Recreation Fund	20,000	20,000	20,000	-	-
Financial Assistance Costs	5,031,344	8,262,000	8,262,000	3,230,656	-
Income Support Program Costs	7,462,538	11,928,684	11,589,301	4,466,146	-339,383
Less: Provincial Funding	-1,599,220	-2,194,692	-1,832,300	-595,472	362,392
Less: Allocated Funding from Other Programs	-19,070	-28,000	-28,000	-8,930	-
Less: Provincial Financial Assistance Reimbursement	-5,272,799	-8,262,000	-8,262,000	-2,989,201	-
Total Municipal Levy Requirement:	571,449	1,443,992	1,467,000	872,543	23,009
Percentage of Municipal Levy		20.8%	20.3%		
Increase to Municipal Levy				23,008	
Percentage Increase to Municipal Levy				8.4%	



HOUSING STABILITY PROGRAM OPERATING BUDGET 2025

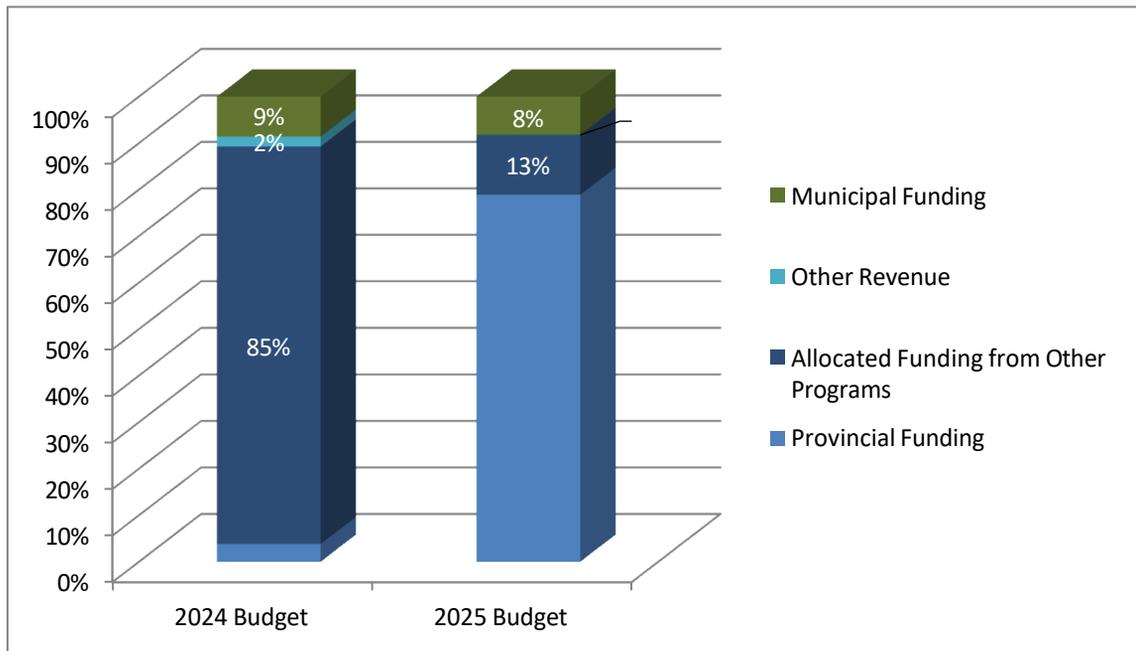
District of Parry Sound



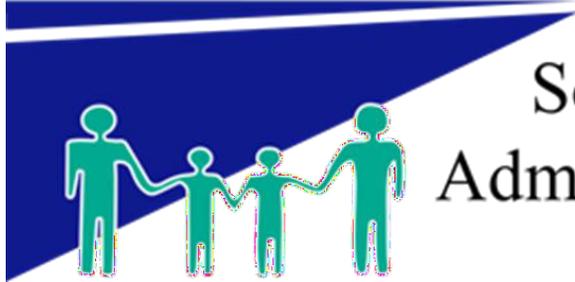
Operating Budget 2025

Housing Stability Program

	A	B	C	VARIANCES Increase / (Decrease)	
				2024 Projection	2025 BUDGET
	2024 PROJECTION	2024 BUDGET	2025 BUDGET	vs 2024 Budget (B - A)	vs 2024 Budget (C - B)
Homelessness Program	760,871	1,065,690	1,106,349	304,819	40,659
Client Expenditures	481,002	606,000	639,088	124,998	33,088
Emergency Heating and Shelter	127,391	190,000	190,000	62,609	0
Supportive Housing	109,895	230,000	140,000	120,105	-90,000
Housing Stability Program Costs	1,479,159	2,091,690	2,075,437	612,531	-16,253
Less: Provincial Revenue	-80,000	-80,000	-1,637,400	-	-1,557,400
Less: Allocated Funding from Other Programs	-830,335	-1,787,150	-267,250	-956,815	1,519,900
Less: Other Revenue	-	-44,369	-	-44,369	44,369
Total Municipal Levy Requirement:	568,824	180,171	170,787	-388,653	-9,384
Percentage of Municipal Levy		2.6%	2.4%		
Increase / (Decrease) to Municipal Levy			-9,384		
Percentage Increase to Municipal Levy			-3.4%		



District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Childcare Service Management Program

CHILDCARE SERVICE MANAGEMENT PROGRAM - INTRODUCTION

The DSSAB is the designated childcare and early years' service system manager responsible for planning and managing licensed childcare services and EarlyON Child and Family Centres in the District of Parry Sound. Childcare Service Management provides leadership, guidance, and support to licensed childcare programs in the District. Childcare Service Management determines eligibility for income support and hours of care for families that reside in the district and oversee the billing process for directly operated childcare programs. The Quality Assurance Program ensures that high quality childcare is available in all licensed childcare programs. Regular visits allow our staff to support and enhance programs and provide opportunities for growth in the sector.

The Program is comprised of the following Staff:

- Director of Childcare Service Management
- Supervisor of Childcare Service Management
- Supervisor of Quality Assurance
- Program Support Worker

The Childcare Service Management provides the following services:

- Eligibility for childcare fee subsidy and hours of care for families in the District of Parry Sound
- Purchase of Service Agreements with child care operators
- Review and monitor Child Care Licensing System
- Cross jurisdictional agreements with other service managers – shared boundaries of child care programs
- Organize/provide training and development opportunities for child care programs in the district
- Provide funding to child care providers to support appropriate repairs and maintenance – maintain health and safety compliance.
- Administer the Canada Wide and Early Learning Child Care agreement for the district
- Responsible for developing and implementing the 5 Year Early Years and Child Care Plan for the district.

CHILDCARE SERVICE MANAGEMENT PROGRAM – ACCOMPLISHMENTS, CHALLENGES

2024 Major Accomplishments:

- Ongoing partnership with Nipissing DSSAB to work with OneHSN Child Care Connect to develop a Service System Manager platform that will support external providers with data and budget submissions – pilot ongoing
- Align billing with directly operated admin – no longer under CCSM portfolio
- Implementation of the District of Parry Sound Child Care Application Portal – July 2024
- Welcomed new CWELCC approved child care operator, Clara’s Place Preschool – addition of 26 spaces
- Expansion project underway with Adventure Academy – will add 12 new spaces

Significant Challenges for 2025:

- Ongoing implementation of CWELCC.
- Early Years Advisors with Ministry of Education no longer available to support Service Managers (previously hosted monthly meetings, available for questions/answers, conduit to the Ministry of Education (MEDU))
- Continued implementation of the Directed Growth Strategy – limited on number of spaces permitted to open in district
- 2025 Cost Based Allocation – new funding formula, guidelines and new Transfer Payment Agreement
- Training opportunities for providers

2025 Budget Impacts:

- Implementation of OneHSN Child Care Connect – Service System Manager Database
- Develop 2024-29 Child Care Service Plan – Consultant Fee (\$15,000)
- Environmental Scan for Child Care to support Service Planning – (\$15,000)
- Implementation of the 2025 Cost Based Allocation funding formula – many unknowns

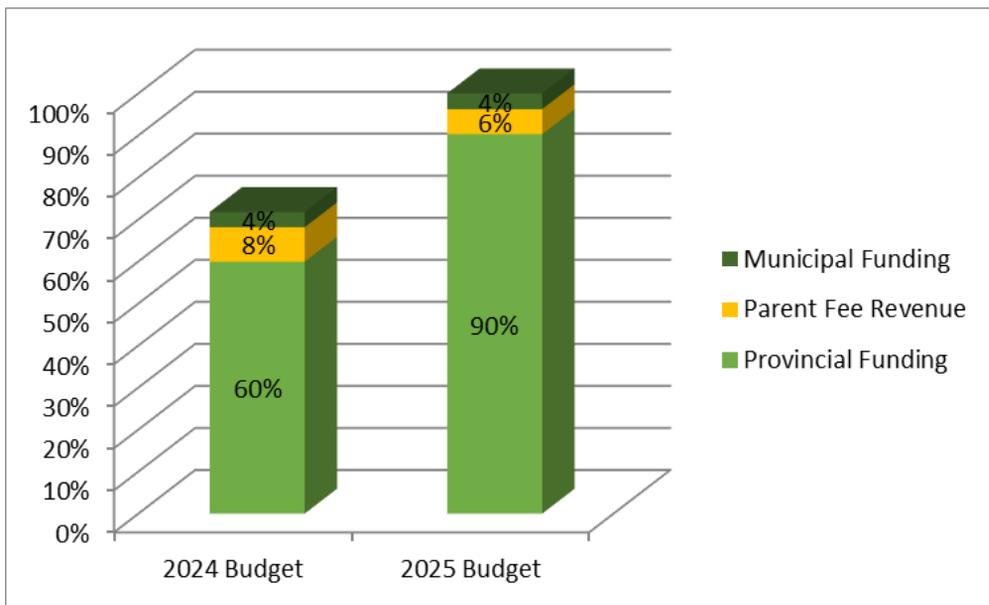
CHILDCARE SERVICE MANAGEMENT PROGRAM OPERATING BUDGET 2025

District of Parry Sound

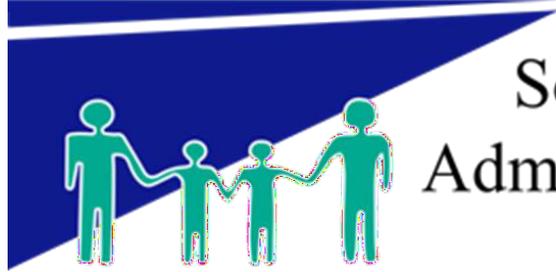


Operating Budget 2025

Child Care Service Management Program	A	B	C	VARIANCES Increase / (Decrease)				
				2024 PROJECTION	2024 BUDGET	2025 BUDGET	2024 Projection vs 2024 Budget (B - A)	2025 BUDGET vs 2024 Budget (C - B)
				Child Care Service Management	767,292	852,547	3,474,127	85,255
Quality Assurance	211,445	222,574	192,061	11,129	-30,513			
Directly Operated Child Care	6,509,223	6,509,223	6,035,771	0	-473,451			
Early Years	1,131,398	1,300,457	1,300,457	169,059	-			
Inclusion Support Services	612,162	644,381	681,117	32,219	36,736			
External Child Care Centres	2,770,104	2,885,525	4,267,505	115,421	1,381,980			
Child Care Program Costs	12,001,624	12,414,706	15,951,039	413,083	3,536,332			
Less: Provincial Funding	-7,365,602	-7,440,002	-14,402,011	-74,400	-6,962,010			
Less: Provincial CWELCC Funding	-3,435,012	-3,505,114	-	-70,102	3,505,114			
Less: Parent Fees	-969,000	-1,020,000	-951,542	-51,000	68,458			
Less: Deferred Revenue	-	-	-	-	0			
Total Municipal Levy Requirement:	232,010	449,590	597,486	217,581	147,894			
Percentage of Municipal Levy		6.5%	8.3%					
Increase to Municipal Levy			147,894					
Percentage Increase to Municipal Levy			53.8%					



District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Directly Operated Childcare Program

DIRECTLY OPERATED CHILDCARE PROGRAM - INTRODUCTION

Directly Operated Childcare Programs are responsible to deliver high quality, inclusive, developmentally appropriate childcare services to the families in the District of Parry Sound. Each licensed childcare program is legislated by the Childcare and Early Years Act, as well, the Ontario Ministry of Education has created a foundational pedagogy “How Does Learning Happen?” that guides all of the programs in their planning. The childcare programs work closely with many community partners to ensure that families are well served regardless of their challenges. The EarlyON Child and Family Centres and Inclusion Support Services must follow the provincial funding and operational guidelines provided by the Ministry of Education.

The Department is comprised of the following Staff:

- 1 Director of Directly Operated Childcare Programs
 - Early Learning and Childcare Centre Staff:
 - 3 Program Supervisors (Registered Early Childhood Educators)
 - 4 Program Team Leaders (Registered Early Childhood Educator)
 - 25 Preschool Teachers (Registered Early Childhood Educators)
 - 5 Preschool Teachers (Non-Early Childhood Educators)
 - 4 Part-time Cooks
 - 4 Housekeepers
 - Home Childcare Program
 - .5 Program Supervisor (Registered Early Childhood Educator)
 - 2 Home Visitors (Registered Early Childhood Educators)
 - Licensed for 20 Home Childcare Providers under the new CWELCC funding guidelines
 - School Age Programs
 - Program Supervisor (Registered Early Childhood Educator) shared with Fairview and First Steps
 - 3 Ministry Approved Program Staff (1 Registered Early Childhood Educator and 2 Non-ECE’s)
 - Inclusion Support Services
 - .5 Program Supervisor (Registered Early Childhood Educator)
 - 6 Resource Consultants (Registered Early Childhood Educators)
 - Directly Operated Admin
 - .5 Program Supervisor (shared position with Highlands)
 - 2 Case Support Workers

DIRECTLY OPERATED CHILDCARE PROGRAM – INTRODUCTION & ACCOMPLISHMENTS

The Directly Operated Childcare Programs provides the following service:

- Families able to access licensed child care across the district through services at 4 Early Learning and Child Care Centres and a Home Child Care Program with locations in several communities
- Inclusion Support Services offers free child development support to children, licensed child care programs, and EarlyON Child and Family Centres district wide assisting with successful inclusion of all children in various aspects of a child care program regardless of their diagnosis or developmental challenges
- Through the support of the Child Care Service Management Team, our licensed child care programs offer child care spaces to families that qualify for fee subsidy
- School Age Programs are offered on the east side of the district and are located in schools where children can move seamlessly between their classrooms and the child care program. Mapleridge offers both Before and After School Care while Sundridge Centennial offers After School only. The largest program located in Mapleridge Elementary School in Powassan offers a full day program during the summer months based on the community need and program viability
- Partner with several community agencies, for example, One Kids Place, Handsthefamilyhelpnetwork, NBPS District Health Unit, Children’s Aid Society, and four school boards as well as other DSSAB departments to offer families wrap-around care where possible
- In-house parent billing account management through the newly formed Directly Operated Admin program that streamlines the invoicing and fee collection process for the licensed child care programs

2024 Major Accomplishments:

- All licensed child care programs utilize the Lillio platform to enhance parent communication, record keeping, billing, and fee collection through automatic withdrawal of fees for service
- Reviewed and revised the Home Child Care Program operations based on risk factors and better aligned the provider contract and policies to reflect the status of an independent contractor
- Offered 1 School Age summer program that was well attended
- Amalgamated Waubeek to one building reducing the administrative burden and increasing the licensed capacity by 10 spaces
- Maintain the CWELCC base-fees and utilize ministry funding to support the licensed child care programs with purchasing and staff training

DIRECTLY OPERATED CHILDCARE PROGRAM – CHALLENGES & BUDGET IMPACTS

2024 Major Accomplishments continued:

- With the support of ministry funding for staff training, the centre-based programs were able to train staff and re-engage with offering the Seeds of Empathy program to eligible children
- The ISS Resource Consultants completed Reaching In Reaching Out train the trainer certification and were able to offer the training to all district wide licensed child care staff to support the full inclusion of all children
- Able to move qualified staff between programs to avoid licensed child care centres closing playrooms due to staffing shortages
- All licensed programs were able to maintain operating capacities given staffing availability
- Re-located the parent billing and account management administrative functions under the new program now known as the Directly Operated Admin program which has streamlined and removed administrative burdens on the licensed programs
- Successfully navigated the Ministry of Education's funding modernization and had a positive outcome to the mandated Value for Money Audit of the 4 ELCCCs.
- Transitioned individual program wait lists to the district-wide OneHSN portal where family and community needs can be disseminated

Significant Challenges for 2025:

- Recruitment and retention of qualified staff to meet the needs of all the Directly Operated Child Care Programs
- Increase the casual roster to ensure consistent staffing in the licensed child care centres
- Recruit Home Child Care Providers in underserved communities to meet the child care demands while remaining within the Child Care Service Management Growth Strategies Plan
- Maintain viability of School Age Programs while meeting the demands of the communities and addressing the staffing shortage
- Inability to physically increase the number of child care spaces in the district to meet the needs of working families due to the lack of provincial capital funding
- Meeting program quality expectations without additional staff over the licensed minimums to support program planning and special events
- Invest in quality programming while navigating the Ministry of Educations new cost-based funding formula guidelines
- Further reduce the administrative burden on the child care programs to meet the funding guidelines
- Increase in the funding allocation for Special Needs Resourcing and the impact on the ISS Resource Consultant caseload

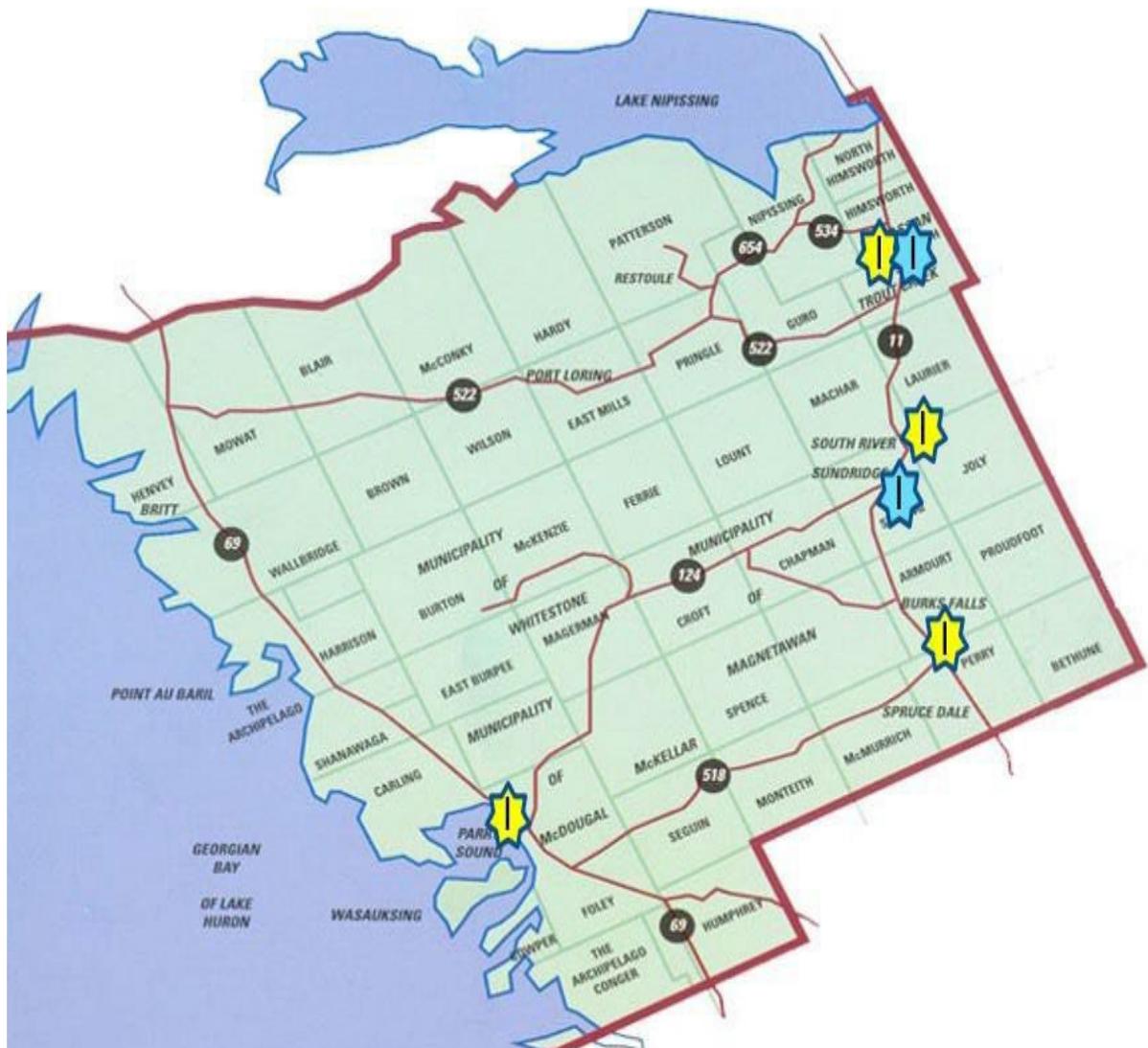
DIRECTLY OPERATED CHILDCARE PROGRAM – CHALLENGES & BUDGET IMPACTS

2025 Budget Impacts:

- CWELCC parent fee reduction for 2025 was a larger reduction than was initially anticipated and will impact the full-day equivalency rates
- Navigation of the cost-based funding formula and the impact on the daily program operations of the licensed programs remains hugely unknown, especially given the administrative allowance and reporting of actual expenditures
- Balancing the supply staff budgeted allowances with the actual need for staff coverage given the unionized staff vacation and sick-time allowances creates a budget deficit every year
- Increase to unionized staff wages and benefits under the latest collective agreement will impact the overall wage allowance driving up the operational costs of each program beyond the ministry base-funding allowance increase of 2.5%
- Engaging in a risk analysis of each program utilizing the auspices outlined in the value for money audit will hopefully identify gaps in service delivery and access to funding opportunities
- Segregating and realigning the individual program budgets to be more transparent with reporting and analyzing expenditures will assist program supervisors in business model-based operations

LOCATION OF DIRECTLY OPERATED LICENSED CHILDCARE PROGRAMS

Directly Operated Centres in the District of Parry Sound



LOCATION OF HOME CHILDCARE PROVIDERS IN THE DISTRICT

Home Child Care Providers in the District of Parry Sound

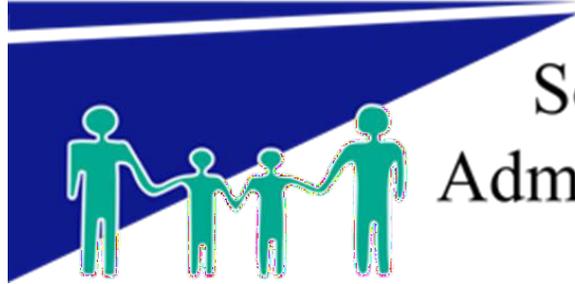


LOCATION OF EARLY YEARS PROGRAMS

EarlyON Child & Family Programs



District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Housing Service Management Program

HOUSING SERVICE MANAGEMENT PROGRAM - INTRODUCTION

The DSSAB is the designated housing service manager responsible for funding and administration of community housing programs and oversees affordable housing projects in the District of Parry Sound. To meet local housing needs, service managers may use federal, provincial, and municipal funds to establish, administer and fund housing and homelessness programs and services. Housing Programs provides leadership, guidance, and support to the Local Housing Corporation and Non-Profit Housing providers in the district and adheres to the rules set out in the Housing Services Act (HSA). Housing Programs is responsible for the administration of Rent Geared to Income and managing the Centralized Wait List. Housing Programs seeks opportunities to create affordable housing and maintains a strong working relationship with local landlords and potential developers.

The Department is comprised of the following Staff:

- Director of Housing Operations and Service Management
- Supervisor of Housing Programs
- Community Relations Worker – Community Development
- Community Relations Worker – Housing Programs
- Program Support Workers (2)

The Housing Program provides the following services:

- Responsible for the Centralized Wait List
- Review eligibility and determine subsidy amount for Rent Geared to Income (RGI)
- Review eligibility for the special priority designation for the Centralized Wait List
- Administration of Ontario Renovates Program and Home Ownership
- Review eligibility and administer:
 - Rent Supplements
 - Canada Ontario Housing Benefit
 - Affordable Housing
 - Canada Ontario Community Housing Initiative/Ontario Priorities Housing Initiative
- Maintain operating agreements with Non-Profit Housing providers
 - Parry Sound Non-Profit Housing Corporation
 - Georgian Bay Native Non-Profit Housing Inc.
 - Golden Sunshine Municipal Non-Profit

HOUSING SERVICE MANAGEMENT PROGRAM – ACCOMPLISHMENTS & CHALLENGES

- Provide training and development opportunities for Local Housing Corporation and Non-Profit Housing providers
- Statistical reporting to Ministry of Municipal Affairs and Housing
- Creation of affordable housing projects
- Landlord engagement

2024 Major Accomplishments:

- Addition of 0.5 FTE to support program changes from YARDI implementation – Housing Support Worker
- Canada Ontario Housing Benefit (COHB – received additional funding allocation)
- Successful with request for extension of Social Services Relief Fund 4/5
- Finalized COCHI/OPHI Year 5
- Received COCHI/OPHI Year 6 funding allocation
- Began to discharge loans from 2023-24 – Ontario Renovates and Home Ownership

Significant Challenges for 2024:

- End of operating agreements with Non-Profit Housing providers – still in conversations with Golden Sunshine and Georgian Bay Native Non-Profit – to be completed in 2025 (due in 2024)
- Capital program with Non-Profit Housing providers – increased costs of materials/labour/access (ongoing)
- Still underway from 2024 - Utilize Rent Café for waitlist – undergoing system refresh
- Delay with federal funding – impacted COHB allocation and timeline to eligible applicants

2025 Budget Impacts:

- End of Mortgages – no longer receive federal funding for mortgages for non- profit housing providers
- Cost of Rent-Geared-to-Income subsidy will be DSSAB
- Rising cost of labour/materials impacts completion timelines for capital projects – reporting timelines to MMAH (may impact use it/lose it by specific date)
- Increased rents have made it difficult to assist the same number of rent supplement households
- Increasing requests for Ontario Renovates Accessibility Grant – increase to cost of labour/materials
- Anticipating loan discharges from Ontario Renovates projects – approximately 36 pending

HOUSING PROGRAM OPERATING BUDGET 2025

District of Parry Sound

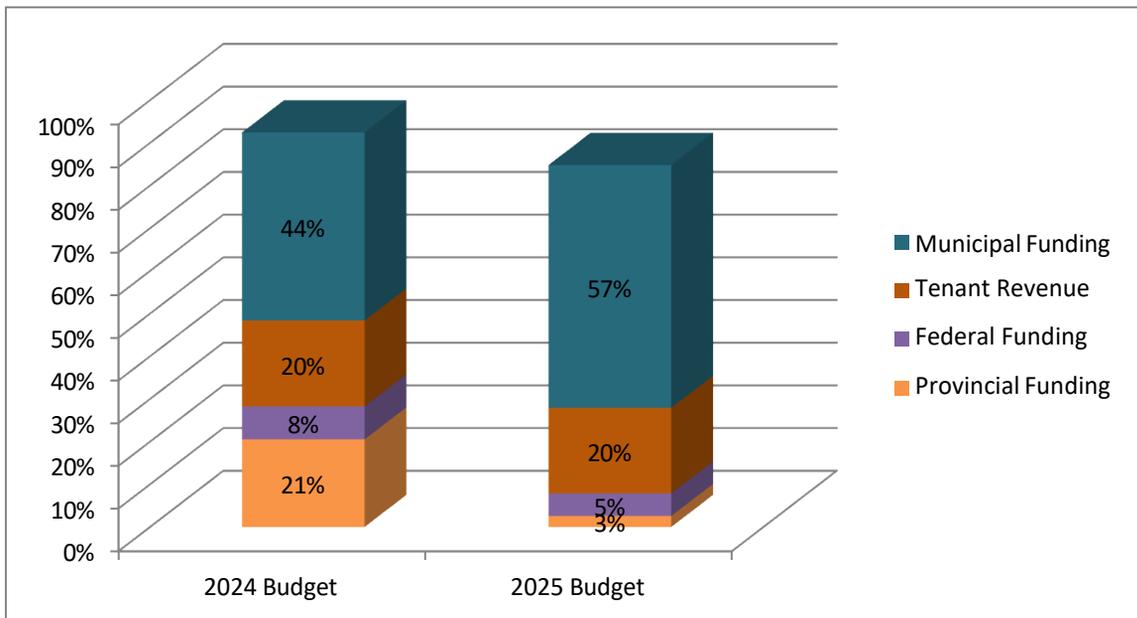


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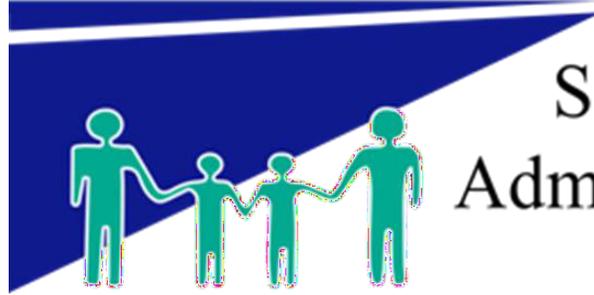
Operating Budget 2025

Housing Program

Housing Program	A	B	C	VARIANCES Increase / (Decrease)	
	2024 PROJECTION	2024 BUDGET	2025 BUDGET	2024 Projection	2025 BUDGET
				vs 2024 Budget (B - A)	vs 2024 Budget (C - B)
Housing Service Manager	2,538,414	3,095,627	1,498,298	557,213	-1,597,329
Housing Tenant Services	638,116	710,781	689,581	72,666	-21,201
Housing Property Maintenance	2,982,123	3,139,077	3,136,532	156,954	-2,545
Housing Meadowview	523,325	634,500	657,099	111,175	22,599
Housing Program Costs	6,681,978	7,579,986	5,981,510	898,007	-1,598,476
Less: Provincial Revenue	-1,401,660	-1,557,400	-156,000	-155,740	1,401,400
Less: Federal Funding	-585,815	-585,815	-316,223	-	269,592
Less: Tenant Revenue	-1,692,750	-1,525,000	-1,200,000	167,750	325,000
Less: Other Revenue	-420,372	-46,708	-627,021	373,664	-580,313
Less: Property Management Overhead Recovery	-498,052	-524,265	-300,000	-26,213	224,265
Total Municipal Levy Requirement:	2,083,330	3,340,798	3,382,266	1,257,468	41,468
Percentage of Municipal Levy		48.0%	46.8%		
Increase to Municipal Levy				41,469	
Percentage Increase to Municipal Levy				15.1%	



District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Housing Tenant Services Program

HOUSING TENANT SERVICES - INTRODUCTION

Under the umbrella of the Housing Operations Department, Tenant Services provide supports and direction to all tenants within the Parry Sound District Housing Corporation, and Non-Profit Organization for Almaguin Housing, to preserve or dissolve tenancy.

The Department is comprised of the following Staff:

- Director, Housing Operations
- Supervisor, Tenant Services
- Community Relations Worker, Tenant Services (West)
- Community Relations Worker, Tenant Services (East)
- Community Relations Worker, Tenant Services (PSNP and Family Homes)
- Program Support Worker

The Tenant Services program provides the following services:

- Tenant mediation and resolution
- Landlord Tenant Board Notices relating to eviction, and disruption of reasonable enjoyment
- Landlord Tenant Board hearing preparation, and attendance
- Organizing, and delivering Tenant Education workshops, to include Parry Sound Non-Profit Organization
- Monitoring rental arrears, reporting to the Housing Service Manager for the provincial data base upload
- Repayment agreements
- Showing units
- Lease agreements
- Assisting with documents as it pertains to ongoing eligibility
- Tenant complaints
- Referrals as needed to community agencies
- Rent collection
- Annual Market Increase letters as per legislation
- Annual rental income tax receipts
- Financial system coordination with Ontario Works and Ontario Disability Support Program
- Service coordination (internally and external)/case coordination
- Maintaining internal service coordination software (FIIT) data base
- Collection of deposits
- Direct oversight of tenant ledgers

HOUSING TENANT SERVICES – ACCOMPLISHMENTS & CHALLENGES

2024 Major Accomplishments:

- Completion of upgrading software within Housing Operations: YARDI
- Tenant education sessions were had throughout the district; to include family Parry Sound Non-Profit tenants
- Overall tenant communication and service delivery has improved.
- The program has made good efforts in addressing rental arrears effectively through repayment agreements, along with delivering Notices for nonpayment of rent.
- Updated the leases for the LHC and held tenant lease workshops across the district.
- Supervisor of Tenant Services continues to work closely with a paralegal in serving notices and evictions. This has proven to be successful in the orders received by the Landlord Tenant Board.
- Assumed the responsibility of maintaining tenant ledgers, and processing payments within the YARDI/RentCafe software.

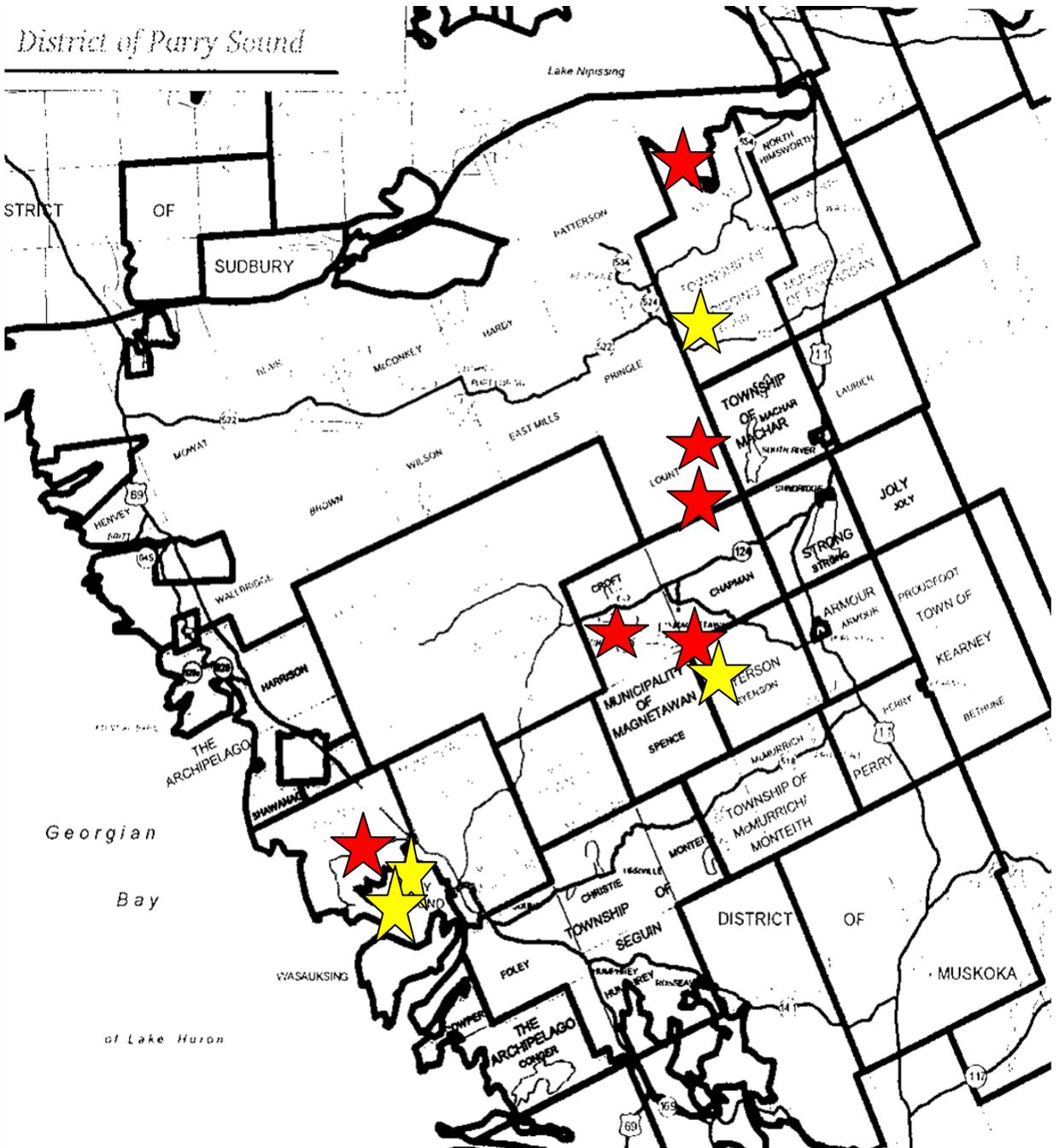
Significant Challenges for 2025:

- Mental wellness and substance misuse more prevalent; not seeing increased services. This has come at an expense to the Housing Operations Department as security services were required for a long period of time prior to successful order to evict.
- Landlord and Tenant Board Hearing times are currently 9-15 months.
- Continued work with PSNP regarding Tenant Educational sessions.
- Will be engaging in a Communication Strategy to improve engagement with Tenants.

2025 Budget Impacts:

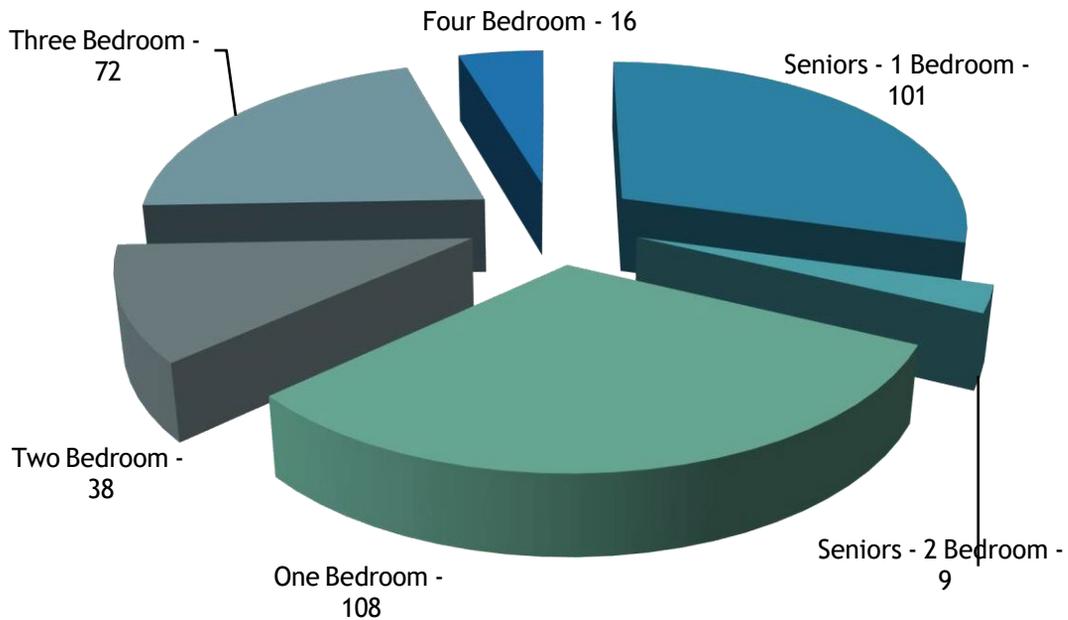
- Displacement of tenants due to major repairs to units has been on the rise in 2024.
- An opportunity was presented by the Housing Service Manager; additional funding to support the Parry Sound Non-Profit Housing organization in tenant relations, and education. 1 FTE is requested to not only provide this service to PSNP, but also serve the family homes across the district. 2025 this will be extended.
- As evictions are very complicated, and are of last resort, accessing legal services via para legal remains a priority for the upcoming year.

LOCATION OF SOCIAL HOUSING UNITS

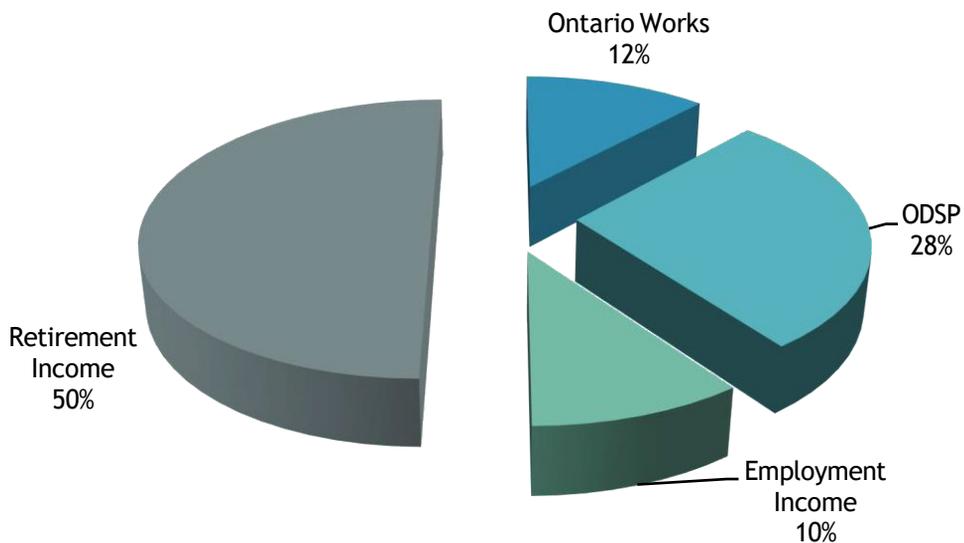


SOCIAL HOUSING UNITS AND TENANT INCOME SOURCES

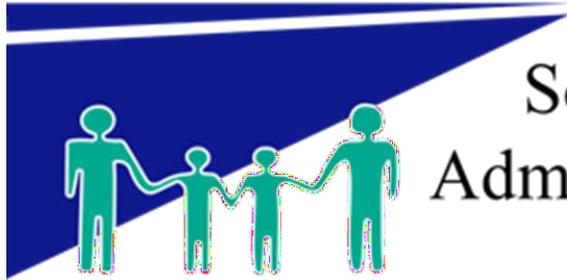
Social Housing Units in the District



LHC Tenant Income Sources



District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Housing Property Maintenance & Capital Projects

HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS - INTRODUCTION

Under the umbrella of the Housing Operations Department, the Property Maintenance and Capital Projects program oversees the maintenance, capital repair and planning for the District of Parry Sound Social Services Administration Board (DSSAB) across the district of Parry Sound, to include property maintenance of the Non-Profit Organization for Almaguin Housing (The Meadow View, Powassan).

The Parry Sound District Housing Corporation (the Local Housing Corporation or LHC) is a wholly owned subsidiary of the District of Parry Sound Social Services Administration Board (the DSSAB). It was incorporated under the *Business Corporations Act*.

Housing Operations is 100% Municipally funded, and adheres to the *Residential Tenancy Act*, along with the *Housing Services Act*.

There are 215 rent-geared-to-income units, along with 25 affordable, and 25 market units within the portfolio for a total of 265 homes/units.

A total of 5 DSSAB buildings (Beechwood Drive, Waubeek Street and Esprit Place in Parry Sound, Highlands Childcare Emsdale, and Toronto Ave. South River), 8 PSDH apartment buildings (Parry Sound, Magnetawan, Sundridge, South River, Burk's Falls, Callander), 1 NOAH apartment building (Powassan), and 53 family units across the district (South River, Burks Falls, Parry Sound)

The Department is comprised of the following Staff:

- Director of Housing Operations
- Supervisor of Capital Projects
- Supervisor of Property Maintenance
- Coordinator, Capital Projects
- Facilities Maintenance Technician WEST (currently vacant seconded to Program Lead)
- Facilities Maintenance Technician – Custodian (part time, Callander now utilizing a contractor due to little response to posting)
- Facilities Maintenance Technician – WEST
- Facilities Maintenance Technician –EAST x 2
- Community Relations Worker – Maintenance WEST
- Community Relations Worker - Maintenance EAST
- Property Management Clerk – (Currently a contract after staff retirement)
- Program Support EAST- Shared position between Tenant Services/Maintenance
- Custodial contracts (South River, Magnetawan, Beechwood, Toronto Ave, Sundridge, Burks Falls)

The Property Maintenance and Capital Projects program provides the following services:

- Move out inspections, along with move in inspections
- Coordination of contractors for unit move in readiness
- Minor maintenance and repairs done internally

HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS - ACCOMPLISHMENTS

The Property Maintenance and Capital Projects program provides the following services continued:

- Coordination of contractors for major repairs
- Preventative maintenance inspections
- Smoke detector and CO2 inspections
- Fire Suppression Systems
- Updates and shares Fire Plans for all LHC/NOAH buildings
- Screening and recruitment for the Qualified Contractor list
- Asbestos management
- Custodial duties
- Office moves, hanging boards/pictures
- Creation and follow up of Work Orders, and Purchase orders
- Payment processing
- Manage the yard maintenance and snow removal RFQ process and awarding
- Manage the ongoing contracts for yard maintenance and snow removal each year
- Respond to, and rectify maintenance complaints
- Scheduling relevant maintenance work for both the DSSAB owned buildings, along with LHC/N.O.A.H. buildings
- Waste management for LHC/NOAH and Administration buildings
- Capital projects based on current condition, along with Building Condition Assessments (BCA)
- Oversee tender process for capital repair, addition, or replacement
- Unit clean out
- Lock/Fob maintenance
- Inventory control and maintenance of LHC/N.O.A.H. assets
- Ordering supplies
- Eaves trough maintenance
- On Call after hours maintenance and coordination of maintenance/repairs
- Heat filter and duct inspection and light maintenance
- Oversee the preventative maintenance contracts for HVAC, elevators, roof management, asbestos survey, alarms, and water purification
- Investigating energy efficiencies, and conversion planning
- Cost sourcing
- Maintaining the Electrical Safety Authority Data Base (ESA)
- Septic Management
- Maintain by-law expectations for the property standards

HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS – CHALLENGES & BUDGET IMPACT

2024 Major Accomplishments:

- A new position - Supervisor of Maintenance was filled in January 2025.
- YARDI implementation was successful (June 2024) and has created convenience and efficiency for staff.
- Hired a Community Relations Worker (Maintenance), along with a Program Support Worker in the East side of the district.
- Successfully implemented regular building and unit inspections, therefore positioning to be better with preventative maintenance measures.
- Completed, and nearing completion of several capital projects: Esprit Renovation, 66 Church Street exterior up grades, Belvedere windows (completion January 2025), exterior upgrades at 1 Beechwood, renovation at Waubeek Daycare to allow for the rental of 66 B Waubeek St.
- Extensive renovations on 4 units in response to either mould, asbestos disruption, or both. This resulted in some cases of tenant relocation.
- Completion of renovation on 3 family units. One located on Broadway Ave. South River, and the other on Queen St. Burk's Falls. As a response to the Centralized Waitlist growing need of 1 bedroom, and 2-bedroom units in the east side of the district; three family units were retrofitted into 4 single units, and 2- 2bedroom units. Subsequently, a partnership was formed with Housing Stability for the creation of 4 supported transitional units.
- Working toward assuming the responsibility of maintaining all DSSAB buildings.

Significant Challenges for 2025:

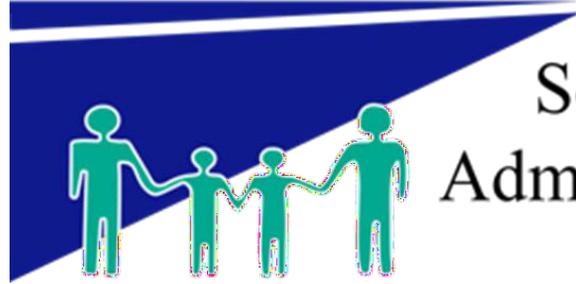
- Expense of extensive renovations, and subsequent tenant relocation/displacement due to mould and asbestos within the housing stock
- Increase of mental wellness and substance misuse with minimal services to respond.
- Creating an asset management plan based on updated building condition assessments (BCA)
- Development of Housing Policies as per separation of Housing Programs, and Housing Operations
- Working through new business processes with the separation of maintenance and capital programs
- As per the BCAs required work on buildings now identified. Staffing and contractor capacity may be a challenge.
- Aging buildings requiring large maintenance repairs, abatement or remediation
- Developing standards for both the Maintenance and Capital programs

HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS – CHALLENGES & BUDGET IMPACT

2025 Budget Impacts:

- Providing maintenance services to all DSSAB buildings will require additional staffing. This service will now include the monitoring of the DSSAB buildings with the afterhours on call, along with monthly preventative maintenance inspections
- Cost of materials, along with services continues to be significantly higher.
- Service providers are more difficult to secure in a timely fashion
- Aging buildings require more preventative maintenance measures to include abatement of asbestos when necessary
- Landlord Tenant Board back log creates the risk of profit loss, and further damage to unit while awaiting evictions.
- Complexity of tenants with mental wellness and substance misuse issues, and with minimal outside services to respond, creates risks associated with damage of assets, along with safety requirements such as entering a unit in pairs.
- Catching up on maintenance issues and capital projects for all DSSAB and PSDH buildings
- Replacement of the West side work van; working toward an additional East van to provide more capacity of maintenance work completed. The East side of the district is vastly larger, and currently a significant portion of the day is traveling.

District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Women's Services Program (Esprit Place)

WOMEN'S SERVICES PROGRAM (ESPRIT PLACE) – INTRODUCTION

Esprit Place Family Resource Centre provides single window access for all female identifying survivors of violence or abuse and their dependents in the District of Parry Sound, to immediate protection and quality support provided in a coordinated and integrated manner. This may include access to emergency shelter, income and housing support, referrals for medical treatment and police interventions, social, psychological, legal assistance, ongoing counselling and support, and support for children experiencing violence. All services and programs are voluntary, free of charge, and confidential. Esprit Place operates 10 emergency shelter beds in a secured facility which is staffed 24 hours a day, seven days a week. There are individual bedrooms for privacy, and common areas shared by all residents. We strive to maintain a safe home atmosphere, with expectations of co-operation and tolerance from everyone within the household. Esprit Place provides a friendly and supportive atmosphere for children.

The Department is comprised of the following Staff:

- Director of Women's Services (1)
- Supervisor – Esprit Place (1)
- Clinical Counsellor (1)
- Residential Program Workers (4 Full-time; 2 Part-time)
- Relief Councillors (6)
- Outreach Worker (1)

The Women's Services Department provides the following services:

- Residential Services (Esprit Place Family Resource Centre)
 - Supportive counselling
 - Temporary safe and secure shelter residence
 - Provision of food and other residential supports (i.e. blankets, hygiene products)
 - Emergency transportation
 - Referrals or linking women to alternative accommodations
 - Assisting with housing applications
 - Provision of information on rights, options, and available services
 - Development of safety strategies or plans for women and their children
 - Assistance with information on immigration, transportation and cultural interpretation
 - Services through the local crisis phone line
 - Outreach to women, including promoting shelter services
 - Advocacy on behalf of the woman and her children
 - Children's Programming and referrals to Childcare

- Non-Residential Services
 - 24-hour Crisis Phone
 - Crisis Intervention and Supportive Counselling
 - Emergency Transportation to Esprit Place or another shelter (in partnership with other agencies)
 - Community Liaison, Referrals, and Advocacy
- Children's Voices
 - Individual counselling for children or youth
 - Consultation with parents regarding behaviour strategies
 - Group work focusing on topics such as self-esteem, self-care, anger management, and healthy relationships
- The Transitional Housing Support Program
 - To provide enhanced housing supports across the District to prevent homelessness.
 - Funds one additional community relations worker to work with vulnerable populations in our community
- VAW Coordinating Committee

WOMEN'S SERVICES PROGRAM (ESPRIT PLACE) – ACCOMPLISHMENTS, CHALLENGES & BUDGET IMPACTS

2024 Major Accomplishments:

Esprit Place emergency shelter beds were closed effective April 1st, 2024, to embark on a major renovation to our building. Outreach, transitional housing, Children's Voices and crisis line services continued. We are grateful to our violence against women shelter partners in Muskoka for providing emergency shelter beds for women and their dependents from the District of Parry Sound and supporting our crisis line services.

The renovation included a complete interior refurbishment and brought the electrical, HVAC, and fire alarm system up to code. The building will reopen early 2025. In addition to continuing with program delivery, the closure provided an opportunity to review our current program and service delivery model, job descriptions, and program policies. We will be reopening with a new service delivery and staffing model that is up-to-date and reflects the current complex needs of our community.

Women's Services also continued to enhance our charitable giving capacity. Our Communications Officer played an integral role in expanding our social media presence, strengthening corporate partnerships, and developing fundraising campaigns.

Significant Challenges for 2025:

- Recruiting and maintaining an optimal staffing compliment to ensure the safe and effective operation of Esprit Place Family Resource Centre and the delivery of comprehensive wrap around supports for Esprit Clients.
- Training staff and engaging relevant community resources to support our clients who are experiencing increased levels of addiction and poorly managed mental health concerns. This challenge is exacerbated by the poor distribution of mental health and addiction treatment resources throughout the District of Parry Sound.

2025 Budget Impacts:

- Increased staffing costs
- Increased operational costs for a congregate setting, including increased cost of groceries, household cleaning supplies, and transportation.
- Static MCCSS funding year over year

WOMEN'S SERVICES PROGRAM OPERATING BUDGET 2025

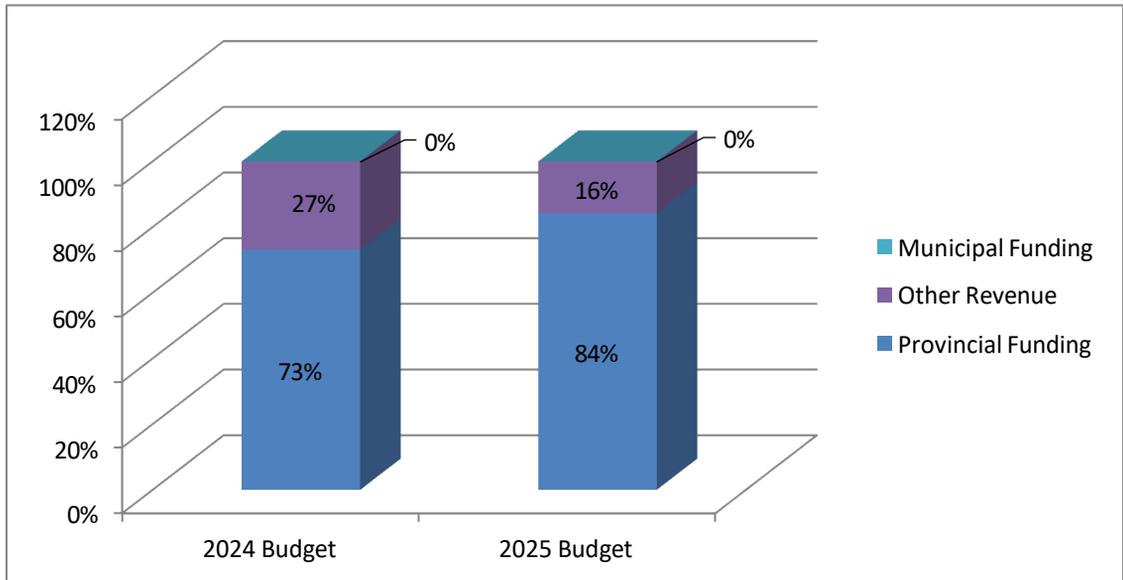
District of Parry Sound



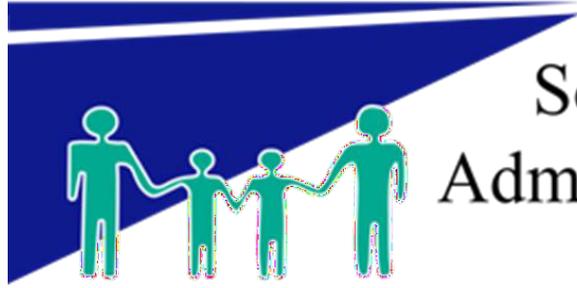
Operating Budget 2025

Women's Services Program

	A	B	C	VARIANCES Increase / (Decrease)	
				2024 Projection vs 2024 Budget (B - A)	2025 BUDGET vs 2024 Budget (C - B)
	2024 PROJECTION	2024 BUDGET	2025 BUDGET		
Esprit Shelter Costs	563,343	794,472	948,457	231,129	153,985
Outreach Worker Costs	128,193	238,812	101,358	110,619	-137,454
Child Witness Costs	40,874	68,502	63,252	27,628	-5,250
VAWCC Costs	29,443	27,833	27,833	-1,610	-
One-Time Costs	413,175	28,229	-	-384,946	-28,229
Women's Services Program Costs	1,175,027	1,157,848	1,140,900	-17,179	-16,948
Less: Provincial Funding	-676,492	-846,480	-961,155	-169,988	-114,675
Less: Grant Revenue	-2,875	-35,289	-10,000	-32,414	25,289
Less: Donation Revenue	-6,785	-87,850	-9,745	-81,065	78,105
Less: Bursary Revenue	-	-	-	-	-
Less: Transfer from Reserves	-2,469	-	-	2,469	-
Less: Allocated from Other Programs	-120,000	160,000	-160,000	-40,000	0
Less: Provincial One time Funding	-61,817	-28,229	-	33,588	28,229
Total Municipal Levy Requirement:	304,590	-	-	-	-
Percentage of Municipal Levy		0.0%	0.0%		
Increase / (Decrease) to Municipal Levy				-	
Percentage Increase to Municipal Levy				0.0%	



District of Parry Sound



Social Services
Administration Board

2025 BUDGET

DSSAB Facilities Maintenance

DSSAB FACILITEIS MAINTENANCE - INTRODUCTION

The DSSAB incurs facility property management expenses for buildings that we own in the District that are not social housing. The Property Maintenance & Capital Projects division is responsible for ensuring that the internal and external property maintenance of these buildings is maintained throughout the year and manages the cost in the operating and capital budget as reported in the asset management plan system.

The DSSAB facilities are located as follows:

South River

- 16 Toronto St. – Ontario Works, Childcare Services, First Steps Early Learning and Child Care Centre, EarlyON Child & Family Centre, Esprit Outreach program, Housing & Homelessness program.

Emsdale

- 2500, H 592, Perry Township- Highlands Early Learning and Childcare Centre

Town of Parry Sound

- 1 Beechwood Drive –Ontario Works, Social Housing, Childcare Service Management, and Corporate Services
- 66A Waubeek St. – Waubeek Early Learning and Childcare Centre
- 66B Waubeek St. – Waubeek Early Learning and Childcare Centre
- 3A Beechwood Dr. – Esprit Women’s Shelter
- Waubeek St. – vacant property

PROGRAM FACILITIES OPERATING BUDGET 2025

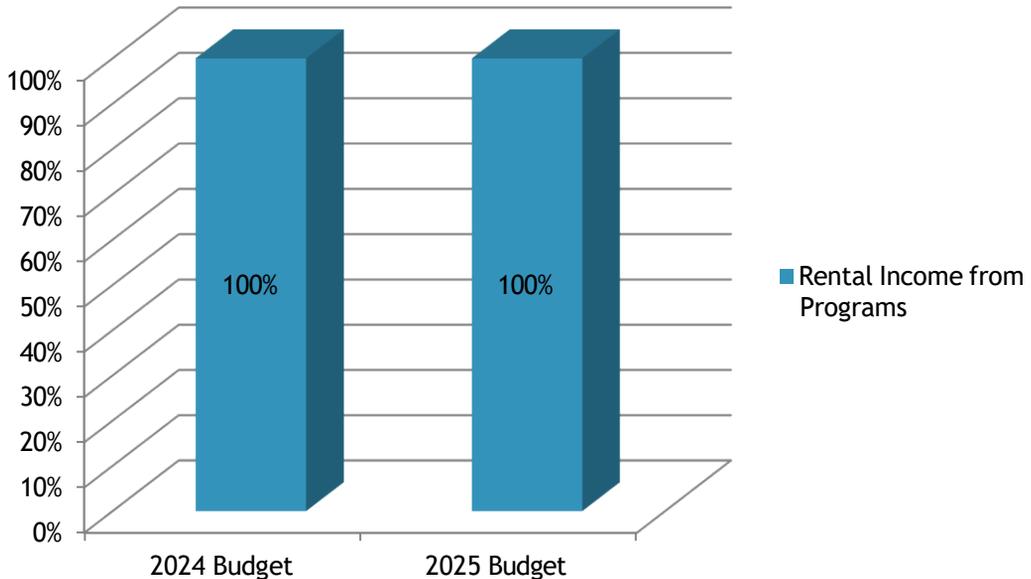
District of Parry Sound



Operating Budget 2025

DSSAB Facilities Maintenance

Expense	A	B	C	VARIANCES Increase / (Decrease)	
	2024 PROJECTION	2024 BUDGET	2025 BUDGET	2024 Projection vs 2024 Budget (B - A)	2025 BUDGET vs 2024 Budget (C - B)
	Parry Sound - Beechwood Facility	249,922	187,695	189,500	-62,277
South River - Toronto Avenue Facility	95,507	75,900	108,480	-19,607	32,580
Parry Sound - Waubeek Daycare Facility	85,819	99,950	70,232	14,131	-29,718
Emsdale - Highlands Daycare Facility	23,732	44,280	53,690	20,548	9,410
Parry Sound - Esprit Women's Shelter	19,363	26,440	45,000	7,077	18,560
DSSAB Facilities Maintenance Costs	474,343	434,265	466,902	-40,078	32,637
Less: Rental Income from Programs	-460,499	-434,265	-466,902	26,234	-32,637
Total Municipal Levy Requirement:	13,844	-	-	-13,844	-
Percentage of Municipal Levy		0.0%	0.0%		
Increase / (Decrease) to Municipal Levy					-
Percentage Increase to Municipal Levy					0.0%



District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Corporate Services

(CAO's Office &

Members of the DSSAB Board)

CORPORATE SERVICES (CAO/BOARD) - INTRODUCTION

Working with the Board, the CAO is responsible for the establishment of the Corporate Strategic Directions for the District of Parry Sound Social Services Administration Board (DSSAB). Through management and leadership of the Senior Leadership Team, the CAO provides direction of administration and implementation of the strategic directions and operations of the DSSAB. The CAO manages the execution of the Board's directions and decisions and provides recommendations to the Board regarding periodic updating of the Corporate Strategic Directions.

The Department is comprised of the following Staff:

- Chief Administrative Officer
- Administrative Officer
- Board Chair, Members of the DSSAB Board

The CAO's Office provides the following services:

- Oversee the implementation of the Strategic Plan
- Provide recommendations to the Board
- Preparation of a monthly CAO report
- Collaborate with program Directors to fulfill program and strategic objectives
- Provide leadership to the organization

2024 Major Accomplishments:

- Implementation of the Strategic Plan
- Continuing to develop and strengthen the Leadership Team
- Participated in delegations with Ministry representatives at the Association of Municipalities of Ontario (AMO) Conference & Rural Ontario Municipalities Association (ROMA) Conference
- Attended the annual Ontario Municipal Social Services Association (OMSSA) Policy and OMSSA Exchange conferences representing our DSSAB
- Attended the annual Northern Ontario Service Deliverers Association (NOSDA) conference representing our DSSAB
- Moderated the Early Learning and Child Care discussion with the Ministry of Education Assistant Deputy Ministry (ADM) at the NOSDA conference
- Moderated the closing panel at the HSC Share Event at the NOSDA Conference.
- Attended the Association of Municipalities of Ontario (AMO) Knowledge Exchange on Community and Supportive Housing representing our DSSAB
- Attended the District of Parry Sound Municipal Association (DPSMA) Spring meeting in Emsdale (hosted by the Township of Perry), and the fall meeting in Pointe au Baril (hosted by the Township of the Archipelago)
- NOSDA Co-Lead for Children's Services and NOSDA Lead for Communications

- Successfully presented to various District of Parry Sound municipalities
- Continued to support the West Parry Sound Ontario Health Teams (OHT) as a Collaborative Partner
- Successful disposal of a redudant asset (Sundridge Property) resulting in recouping of funds and elimination of expenses for 2025
- Successfully completed the renovation of Esprit Place Family Resource Centre
- Secured funding for Esprit Place renovation
- Continued as Board Director on the Housing Services Corporation (HSC) Board and became a member of the audit/finance committee
- Continued building and strengthening relationships with our local MP and MPP
- Partnership discussions with Ontario Health North
- Continued building and strengthening relationships with Community Partners such as WPSHC, Parry Sound Friendship Centre, OPP, Children’s Aid Society of Nipissing & Parry Sound, Canada Mortgage and Housing Corporation (CMHA), The Friends, Community Living Parry Sound, Habitat for Humanity Ontario Gateway North

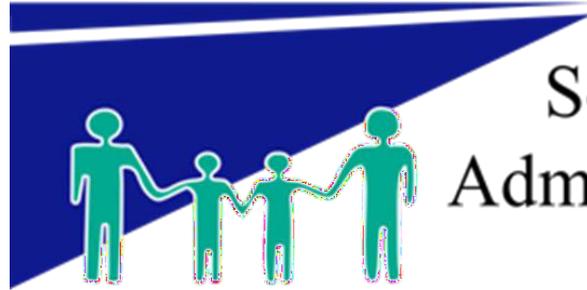
Significant Challenges for 2025:

- NOAH financial structure
- Maximizing Ministry of Education funding for Child Care due to restrictive funding guidelines
- Addressing the ongoing housing crisis locally with meaningful solutions
- The end of the Social Assistance Renewal Plan presents significant challenges for our Income Support and Stability program. The province is taking on full responsibility for initial eligibility of all new applications, meaning less flexibility for our staff to address immediate needs for our most vulnerable. The launch of Employment Services Transformation on March 1st poses challenges to the program as well. From a funding perspective, we are in year 1 of a 3-year phased in funding decrease of 22%. From a program perspective, the implementation of the Common Assessment and Mental Health & Addiction Screener signifies a significant shift in our interactions with our clients on Ontario Works

2025 Budget Impacts:

- Similar to prior year, maintain in-person attendance by the CAO to various provincial conferences to build awareness of the DSSAB’s services and required funding for programs

District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Corporate Services
(Finance)

CORPORATE SERVICES (FINANCE) - INTRODUCTION

The Finance Department is headed by the Director of Finance. The Finance department provides support to the DSSAB and Social Housing programs and Board to fulfill their obligations with the following principles in mind; efficiency and consistency in program operations; adherence to board policies in all programs and continual organizational development and improvement in program and staff effectiveness.

The Department is comprised of the following Staff:

- Director of Finance
- Supervisor of Finance
- Senior Financial Analyst
- Financial Analyst
- Finance Officer (3)

The Finance Department provides the following services:

Treasury and Cash Management

- Includes monitoring bank accounts, signing authorities, managing investments and capital reserve planning.
- Investment Policy
- Following the standard of care established, Board assets must be invested with the “care, skill, diligence and judgment that a prudent investor would exercise in making investments.”
- Investment parameters recognize that the DSSAB has a long-term time horizon and that the Board’s objective is to ensure that the value of its investments keeps pace with inflation.

Financial Reporting

- Provides administrative support for all DSSAB program areas while managing the flow of data incorporating separate software systems for Ontario Works (SDMT), Housing (Yardi), Children’s Services (OCCMS and Lillio), Community Services (WISH) and Finance (Financial Edge). Data is aggregated and financial statements are prepared monthly.

Reporting and Analysis to Programs

- Detailed activity reports are provided to each Director monthly for review. Financial analysis is prepared regularly as needed. Financial reports are reviewed monthly by the Director of Finance. The financial reports are compared to budgeted figures, variances are investigated, and plans developed for corrective action as required.

CORPORATE SERVICES (FINANCE) – INTRODUCTION CONTINUED

Board Financial Reporting

- Provide monthly reporting, financial analysis recommendations to Board for decision making.

Annual Corporate Operating and Capital Budgets

- CAO & Director of Finance responsible to lead the organization and preparation of the annual DSSAB and Social Housing corporate budget to the Board for annual approval.

Audit

- Preparation and analysis of year-end financial statements for audit. Financial analysis and schedules are prepared by the staff and provided electronically for the auditors to review and provide their professional opinion.

Purchasing

- Invoices are processed for payment centrally and reviewed to ensure that they are properly authorized for payment, fall within the constraints of the approved budgets and that purchasing/procurement policies have been followed.

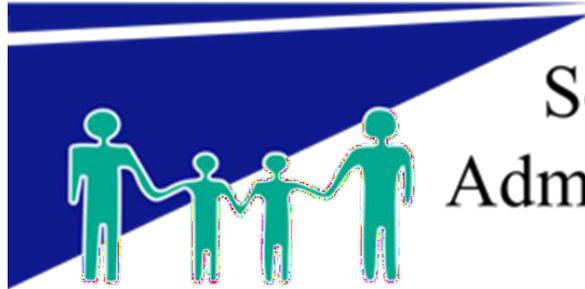
Significant Challenges for 2025:

- Accounting for post-retirement benefits for year-end
- Digitizing and revamping many financial processes to work with new environment and ongoing technology changes
- Creating reserve accounts to organize funds related to programs and revamping our current Reserve Policy

2025 Budget Impacts:

- Increased audit fees – switched to a larger/dynamic firm
- Increased consulting fees for actuarial valuation

District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Corporate Services
(Human Resources /
Health & Safety)

CORPORATE SERVICES (HUMAN RESOURCES/HEALTH & SAFETY) – INTRODUCTION

The Human Resources / Health & Safety (HR) department is the group responsible for managing the employee life cycle and all employment related functions. Areas such as recruitment and selection, legislative compliance, payroll and benefits, organizational development, talent management and performance are key responsibilities. The scope of work is not limited to managing administrative functions. HR also works actively to safeguard the interest of employees and create a positive work environment for them. It serves as a link between employer expectations and employee needs so that a fine balance is maintained. Employee/labour relations are also an ongoing focus. The HR team works to ensure that the employees of the DSSAB are supported to assist them in serving the vulnerable populations in our communities.

The Department is comprised of the following Staff:

- Director of Human Resources
- Payroll Coordinator
- HR Coordinator- Pension & Benefits
- HR Coordinator- Training, Performance & Licensing
- HR Coordinator- Recruitment

The Human Resources Department provides the following services:

- Payroll & attendance
- Pension & benefit administration
- Recruitment & Selection, job postings, interviews, hiring.
- Job design and job description creation and revision
- Orientation and on-boarding of new staff
- Training including in-house facilitation and organizing external training.
- Policy administration
- Workplace accommodations, WSIB administration, absence/sick pay administration
- Administration of all employee leaves (parental, medical, leave of absence etc.)
- Legislative compliance (Employment Standards Act, Labour Relations Act, Occupational Health & Safety Act, Accessibility for Ontarians with Disabilities Act, etc.)
- Employee/ labour relations (Collective Bargaining negotiations and ongoing collective agreement interpretation)
- Licensing for childcare programs
- Vulnerable sector checks
- Employee loans administration
- Conflict resolution
- Workplace investigations
- Performance Review process administration

CORPORATE SERVICES (HUMAN RESOURCES/HEALTH & SAFETY) – INTRODUCTION CONTINUED

The Human Resources Department provides the following services continued:

- Addressing work-related issues of individual employees, including discipline and termination
- Maintaining employee records
- Fostering a safe and positive work environment, and promoting employee wellness
- Working with the Leadership team to maintain and promote organizational culture.
- Keeping employees safe at work by implementing/updating health and safety regulations
- Focusing on diversity, equity, and inclusion
- Helping staff exit the company well, whether retiring, resigning, termination, or layoff

2024 Major Accomplishments:

- Successful Collective Bargaining – New contract expires December 31, 2027
- Consultant engagement for Non-Union Compensation Review. The review is in progress
- Navigated a difficult recruitment landscape with many successful hires (76 job posting: 69 union and 7 non-union)

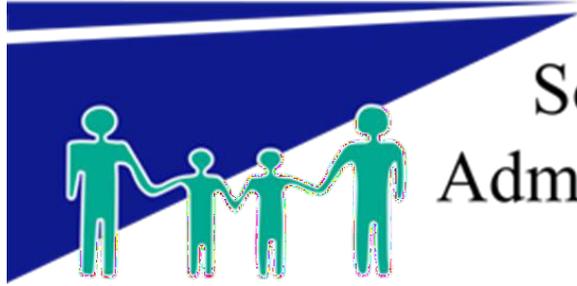
Significant Challenges for 2025:

- Pay equity review with union
- Continuing work on organizational culture with post-collective bargaining issues
- Supporting employee health and wellness
- Changing legislation (ESA, OHSA updates)
- Increasing diversity, equity and inclusion in recruitment
- Succession planning for upcoming retirements in key positions

2025 Budget Impacts:

- Legal fees for outstanding grievances and potential new grievances, given the change in culture/climate
- Implementation of the time management section of Payworks for payroll purposes
- Continuing employee education, learning and development

District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Corporate Services
(Communications)

CORPORATE SERVICES (COMMUNICATIONS) - INTRODUCTION

The Communications Team supports all programs/departments by connecting and informing residents of the District of Parry Sound on local social services issues. The Communications Officer provides support and communications work of a confidential nature to the CAO.

Communications is a subdepartment of the Corporate Services budget, and the intent of the department is to grow public awareness of the DSSAB's services, and capitalizing on opportunities to promote the DSSAB as one voice at the corporate level.

The key objectives of the Communications Team are to:

1) Create Awareness; 2) Simplify Navigation; 3) Improve Public Perception

The Communications Team is comprised of the following Staff:

- Communications Officer

The Communications Team provides the following services:

External Communications

- Strategic communications support to all departments in their delivery of programs and services to those we serve.
- Development and implementation of plans, programs, and messaging to promote the DSSAB within the community.
- Ensuring the DSSAB speaks with a unified voice
- Development and distribution of media releases, newsletters and other organizational communications
- Organization of political and other events
- Responding to public and media inquiries, compliments and complaints
- Acts as a spokesperson for the organization, along with the CAO, and Board Chair
- Providing image and reputation management support
- Communicating about the long-term vision of the organization, our Strategic Plan which includes key goals and objectives.
- Providing crisis and issues management support
- Attend & host community events to increase awareness
- Fulfills the role of Privacy Officer for the organization
- Develop content and administer the external DSSAB websites (www.psdssab.org, www.espritplace.ca, www.themeadowview.ca)
- Develop content and administer all social media accounts
 - DSSAB (Facebook, Twitter, LinkedIn)
 - Esprit Place (Facebook, Instagram)
 - EarlyON (Facebook)
 - Become an ECE (Facebook, Twitter, Instagram)
 - The Meadow View (Facebook)

CORPORATE SERVICES (COMMUNICATIONS) - INTRODUCTION

Internal Communications

- Supports the Human Resources Team and CAO's Office in their efforts to communicate and engage DSSAB employees
- Publication of the quarterly internal staff newsletter called 'The District'
- Administration of the Internal Staff Website
- Provides training to staff on privacy best practices

2024 Major Accomplishments:

- Filmed a recruitment video for the organization, in collaboration with the HR department. Marketing of this video will begin in 2025.

Significant Opportunities & Challenges for 2025:

Opportunities:

- In 2024, Communications engaged GHD Digital to assist with the development of a new and improved public website. This site will focus on user experience, accessibility, and directing people to where they need to go. The new subscription function will enable us to leverage the new website to enhance our reach and communications efforts.
- Bringing 3 websites (DSSAB, EarlyON, Esprit Place) under one Content Management System (CMS) will provide greater administrative control, improved visitor satisfaction and ease of use, and additional features (ie. news subscriptions, job posting notifications, calendars, etc). This will also help us to meet our obligations under the French Language Services Act (FLSA).
- In collaboration with the HR team, the Communications team's developed a recruitment video in 2024, which will provide an opportunity in 2025 for us to showcase our staff and what it means to be a DSSAB employee.
- Communications staff will continue to review processes and service levels standards to address any potential gap between community expectation and our ability to deliver prompt and effective services.
- Social media performance will be reviewed. New platforms may provide opportunities for greater reach.

Challenges:

- Recruitment continues to be a challenge. Must find creative ways of reaching a greater audience and promoting DSSAB as an employer of choice (ie. recruitment video).
- In 2023, Metroland Media Group (MMG) announced that it was restructuring its operations and seeking protection under the Bankruptcy and Insolvency Act. This loss of community printed news continues to be a challenge as we publish media releases, and advertise Tenders, RFPs, and job postings.
- Communications staff will continue to review processes and service levels standards to

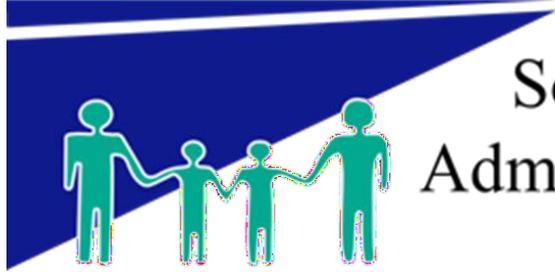
address any potential gap between community expectation and our ability to deliver prompt and effective services.

CORPORATE SERVICES (COMMUNICATIONS) – BUDGET IMPACTS

2025 Budget Impacts:

- Continued implementation of current Communications Plan in 2025.
- Continue with ongoing redesign of the external website to improve user navigation, accessibility, bilingualism, and to bring all 3 websites under one Content Management System (DSSAB, Esprit Place Family Resource Centre, EarlyON). This will also help us to meet our obligations under the French Language Services Act (FLSA).
- A new recruitment video was filmed in 2024, in collaboration with the HR department. A marketing campaign to promote this video will be planned for 2025 using primarily digital advertising platforms.
- A marketing campaign for The Meadow View will be considered in the 2025 budget.
- In 2025, the Communications Officer intends to keep office hours in the South River office to support staff throughout the district. The slight increase in cost has been reflected in the travel budget.
- The funding we received for Workforce Development and the ‘Become An ECE’ campaign concluded in 2023, but the lack of Early Childhood Educators in our district, and in the province, remains evident. Promotion will still be important to encourage ECE as a career choice as we consider our recruitment efforts over the coming years.

District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Corporate Services
(Information Technology)

CORPORATE SERVICES (IT) - INTRODUCTION

The Information technology Department (I.T.) is responsible for managing all of the technology needs of the DSSAB. This includes maintaining all computer systems, servers, software, communications, and networks. The department works to ensure that all hardware and software are up-to-date and functioning properly and provides technical support to all employees. The I.T. Department plays a crucial role in the planning and implementation of new projects and initiatives in all departments across the organization and works to provide our programs with the most efficient and cost-effective solutions, allowing the DSSAB's client facing programs to deliver high standards of service. The I.T. department plays a key role in protecting the DSSAB from Cybersecurity threats by implementing and maintaining strong security measures, such as firewalls and network monitoring devices. The department also helps to educate employees on good cyber security practices. Overall, the I.T. department helps to ensure that the DSSAB has the technology it needs to operate smoothly and efficiently.

The Department is comprised of the following Staff:

- Director of Information Technology
- Information Technology Support Technician
- Information Technology Support Technician

The Information Technology Department provides the following services:

- Centralized technology purchasing
- Asset management (technology assets)
- Provisioning of all Desktops and Notebooks for staff and programs
- Mobile device purchasing and plan management
- Mobile device security and provisioning
- Telephone and VOIP management, provisioning, and support
- Wired and wireless network design, implementation and management for all programs
- Management of internet access for all DSSAB programs and buildings
- Day to day, end user technical support to all staff and stakeholders
- End user cyber security and cyber awareness training
- Licensing management for all program related and agency wide software purchasing and renewals
- Firewall and Wide area network services and management
- Provisioning and management of VPN and remote access services
- Cyber security management and threat analysis
- Cyber security threat response
- Administration of all employee accounts and credentials

CORPORATE SERVICES (IT) - INTRODUCTION

The Information Technology Department provides the following services continued:

- Administration of all user email and digital communications
- Administration of all on site and cloud-based servers and services
- Security Camera provisioning and administration
- Access controls management – provisioning and distribution of all card and fob access for DSSAB buildings
- Working closely with all departments to implement new and efficient technology solutions to assist in service delivery
- Technology advisors for all DSSAB programs as well as community partners and stakeholders

2024 Major Accomplishments:

- Migration to M365 Licensing and added security controls
- Integration of new access controls for DSSAB buildings
- Esprit Place technology refresh - renovation
- Centralized device management for all new systems
- Implementation of Sentinel One – additional cyber security for endpoints

Significant Challenges for 2025:

- Continuation of Video security installation for Beechwood and Toronto Ave
- Virtual/local server hardware replacements - End of lifecycle
- Firewall and wireless access point renewal – End of lifecycle.
- Agency wide vulnerability assessment
- EarlyON ONEHSN Solution – implementation for remote sites
- Income support and Stability – Kiosk implementation for electronic application process (public facing)
- Cybersecurity appliance renewal – end of lifecycle
- Move of Microsoft licensing agreement – Vendor change

2025 Budget Impacts:

- Cost increases from software and hardware vendors
- Potential for additional costs due to the impact of tariffs between US and Canada
- Weak Canadian dollar

CORPORATE SERVICES OPERATING BUDGET 2025

District of Parry Sound

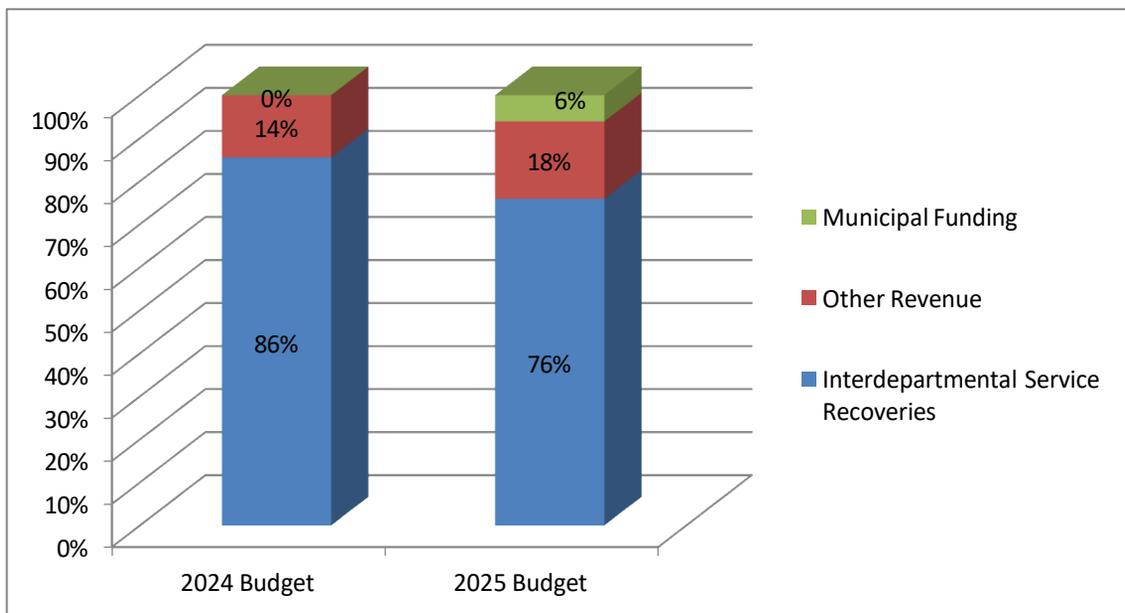


Social Services
Administration Board

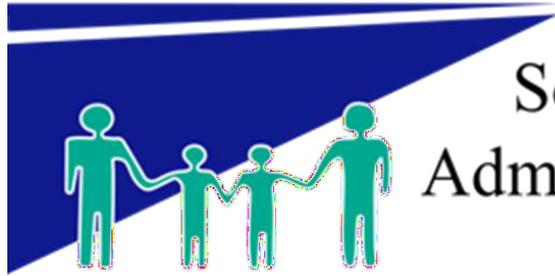
Operating & Capital Budget 2025

Corporate Services

	A	B	C	VARIANCES Increase / (Decrease)				
				2024 PROJECTION	2024 BUDGET	2025 BUDGET	2024 Projection vs 2024 Budget (B - A)	2025 BUDGET vs 2024 Budget (C - B)
				Members of the DSSAB Board	51,345	65,019	65,019	13,674
CAO's Office	385,166	473,141	524,165	87,975	51,024			
Finance Services	724,940	901,356	874,162	176,416	-27,194			
Human Resources / Health & Safety Services	881,273	847,104	790,802	-34,170	-56,301			
Communication Services	111,194	140,739	141,494	29,545	755			
Information Technology	1,362,417	1,308,062	1,226,016	-54,355	-82,046			
Corporate Services Costs	3,516,334	3,735,420	3,621,659	219,086	-113,761			
Less: Interdepartmental Overhead Recoveries	-2,116,052	-3,195,137	-2,750,322	-1,079,085	444,815			
Less: Other Revenue	-927,334	-540,283	-650,000	387,051	-109,717			
Total Municipal Levy Requirement:	472,948	0	221,337	-472,948	221,337			
Percentage of Municipal Levy		0.0%	3.1%					
Increase to Municipal Levy			221,337					
Percentage Increase to Municipal Levy			80.6%					



District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Social Assistance Restructuring
Fund
(SARS)

SOCIAL ASSISTANCE RESTRUCTURING FUND

Purpose of Social Assistance Restructuring Fund:

- The Social Assistance Restructuring Fund represents amounts that were directed by the province to be set aside (between 2003 and 2013) and spent to “reduce the depth of child poverty and promote attachment to the labour force”.
- Municipal savings from the Social Assistance Restructuring Fund were realized in reduced financial assistance payments to Ontario Works families with children through the Ontario Child Benefit program.
- The Board has allocated these funds over the years primarily to food security programs and emergency shelter and energy programs for low-income families and social assistance recipients.
- These funds had the potential of being reimbursed to municipalities through OMPF (Ontario Municipal Partnership Fund) grants in the past. In 2013 the OMPF grant formula changed to a MFCI (Municipal Fiscal Circumstance Index) basis. As such, social services costs are no longer a determinant of OMPF grants and Social Assistance Restructuring Fund allocations are no longer available through OMPF funding.
- In previous budget years, the Board would approve annual spending allocations from the Social Assistance Restructuring Fund at a separate meeting of the Board. However, beginning with the 2024 budget and continuing to 2025, staff recommend that approval of program funding be included with the Board’s approval of the consolidated 2025 draft budget.

SOCIAL ASSISTANCE RESTRUCTURING OPERATING BUDGET 2025

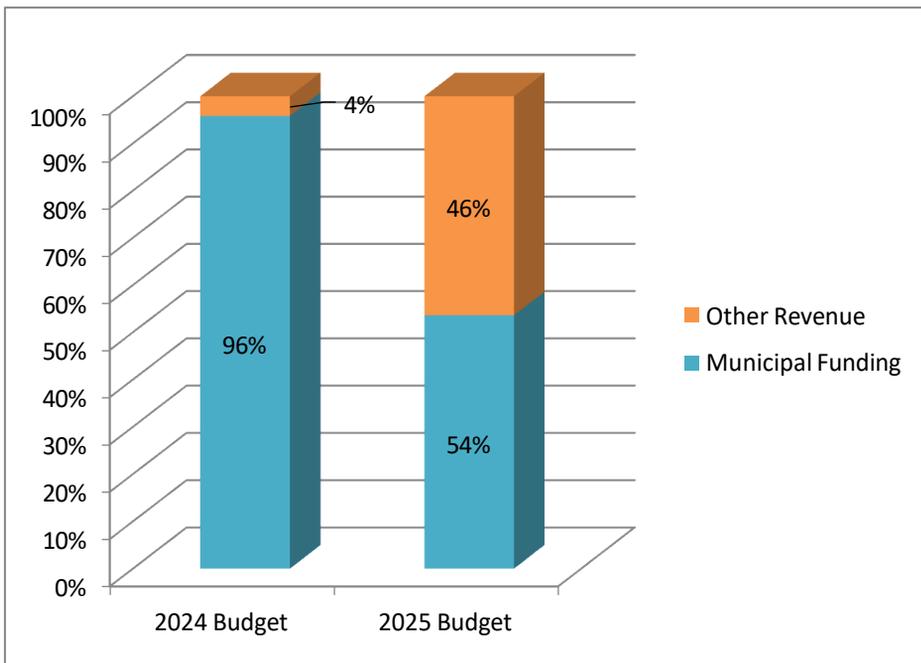
District of Parry Sound



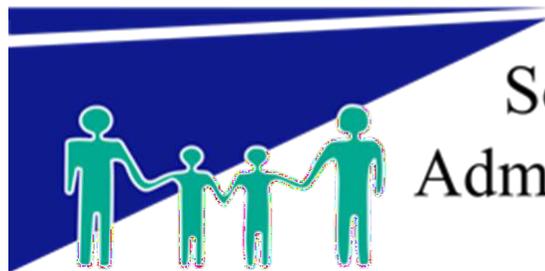
Operating Budget 2025

Social Assistance Restructuring

	A	B	C	VARIANCES Increase / (Decrease)	
				2024 Projection	2025 BUDGET
				vs 2024 Budget	vs 2024 Budget
	2024 PROJECTION	2024 BUDGET	2025 BUDGET		
Recreational Opportunities for children	20,000	20,000	20,000	-	-
Food Security Programs	130,000	136,000	142,000	6,000	6,000
Emergency Shelter & Energy program	60,000	60,000	60,000	-	-
FRP/Homes for Good	61,200	61,200	61,200	-	-
Other Expenses	10,000	10,000	10,000	-	-
Social Assistance Restructuring Costs	281,200	287,200	293,200	6,000	6,000
Less: Transfer from Reserves	-12,000	-12,000	-136,000	-	-124,000
Total Municipal Levy Requirement:	269,200	275,200	157,200	6,000 - 118,000	
Percentage of Municipal Levy		4.0%	2.2%		
Decrease to Municipal Levy				- 118,000	
Percentage Increase (Decrease) to Municipal Levy				-43.0%	



District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Contributions to Capital Reserves

CONTRIBUTION TO CAPITAL RESERVES- INTRODUCTION

To mitigate the burden placed on the municipal levy, balances in the DSSAB Facilities and Social Housing reserve are projected to decrease by \$200,000 over 2024 contributions for a total 2025 contribution to capital reserves of \$1,235,000.

Reserves and reserve funds are an important financial indicator in the DSSAB's overall financial health. By maintaining reserves, the DSSAB has the capability to fund future liabilities, a key link to long-term financial planning practices. They also provide a cushion to absorb unexpected shifts in revenue and expenditures. The availability of reserves also reduces the cost of financing capital as it allows an organization to avoid debt interest payments.

The effective use and management of reserves and reserve funds is a critical aspect of an organization's strategic financial plan and continued long-term financial sustainability. It is crucial that the DSSAB has principles, programs and policies formally approved by the Board that serve as a framework to make important financial decisions. Staff will be working to enhance the DSSAB's reserve policy to provide guidance with respect to the administration, establishment, targeted levels and uses of the DSSAB's reserve funds.

This also includes the review of the composition of reserves and reserves funds to ensure sufficient and appropriate funding and to ensure the reserves will support the DSSAB's asset management plan to assist with keeping assets in a state of good repair.

As staff continue to improve and work on the asset management plan over the next few years, reserve targets required will become more accurate, reserve composition will change, and additional funding strategies will be established.

CONTRIBUTIONS TO CAPITAL RESERVES OPERATING BUDGET 2025

District of Parry Sound

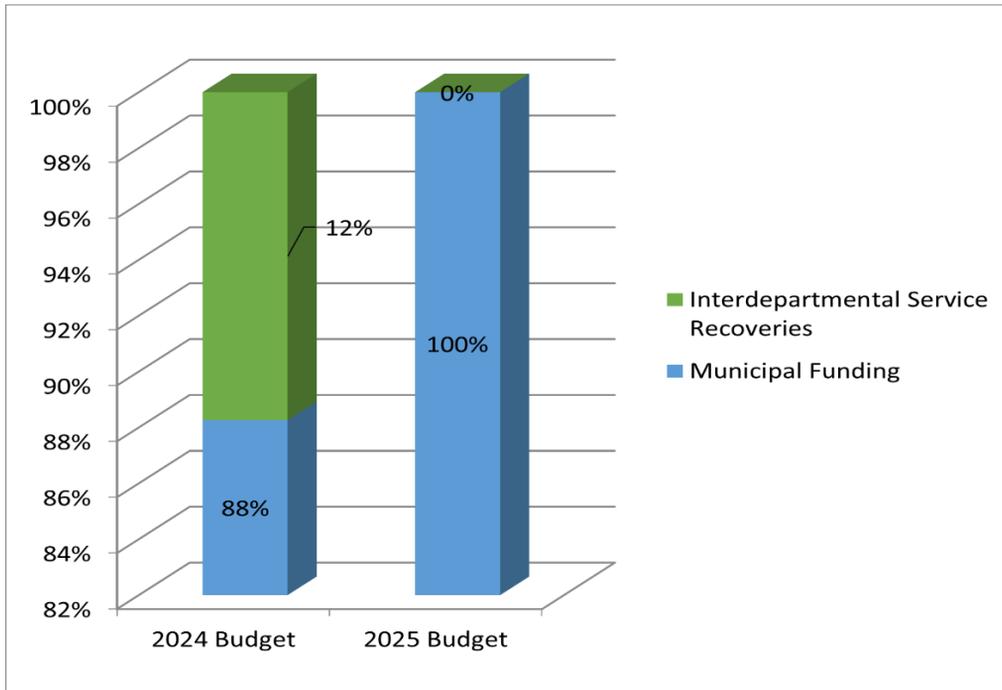


Social Services
Administration Board

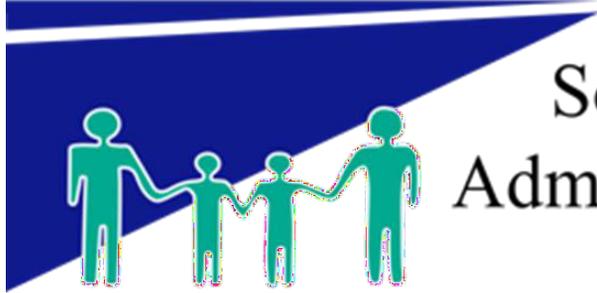
Operating Budget 2025

Contributions to Capital Reserves

	A	B	C	VARIANCES Increase / (Decrease)				
				2024 PROJECTION	2024 BUDGET	2025 BUDGET	2024 Projection vs 2024 Budget (B - A)	2025 BUDGET vs 2024 Budget (C - B)
				Contributions to Social Housing Capital Fund	735,000	735,000	735,000	-
Contributions to DSSAB Building Capital Fund	700,000	700,000	500,000	-	-200,000			
Capital Reserve Contribution Costs	1,435,000	1,435,000	1,235,000	-	-200,000			
Less: Interdepartmental Overhead Recoveries	-168,399	-168,399	-	-	168,399			
Total Municipal Levy Requirement:	1,266,601	1,266,601	1,235,000	-	-31,601			
Percentage of Municipal Levy		18.2%	17.1%					
Decrease to Municipal Levy			-31,601					
Percentage Decrease to Municipal Levy			-11.5%					



District of Parry Sound



Social Services
Administration Board

2025 BUDGET

Capital Budget & Reserves

CAPITAL BUDGET AND OPERATING FUNDS OVERVIEW

General Operating Fund

The DSSAB maintains operating funds for cash management purposes. As per the Board's operating reserve policy, operating funds of no greater than three months of annual operating expenses will be maintained by the DSSAB. This equates to \$9,428,444 at the end of 2025.

Our projected level of operating funds on December 31, 2025, is \$3,850,728 or 36 days of annual operating expenses. Coupled with our capital reserves, we believe that we have sufficient funds on hand to meet our current short-term operating requirements.

If capital reserve contributions continue as recommended, we are not recommending an increase to the operating reserves.

DSSAB Facilities Capital Fund:

The DSSAB holds capital funds for the capital repairs of five of its buildings that it owns. These facilities are:

1. South River Building – 16 Toronto Street
 - Programs held: Income Support, Childcare Services, First Steps Early Learning and Childcare Centre, EarlyON Child & Family Centre, Housing Stability program
2. Emsdale - 2500, H 592, Perry Township
 - Programs held: Highlands Early Learning and Childcare Centre
3. Town of Parry Sound Building - 1 Beechwood Drive
 - Programs held: Ontario Works, Social Housing, Childcare Service Management, Esprit Outreach and Corporate Services
4. Town of Parry Sound Building - Waubeek St. and vacant property
 - Programs held: Waubeek Early Learning and Childcare Centre
5. Town of Parry Sound Building - 3A Beechwood Dr.
 - Programs held: Esprit Women's Shelter

CAPITAL BUDGET AND OPERATING FUNDS OVERVIEW CONTINUED

Social Housing Capital Fund:

The DSSAB holds capital funds for the 344 social housing units owned and operated within our Housing Operations program. These include the Local Housing Corporation (LHC) housing units as well as the Non-Profit Housing program units that we fund as we are responsible for any of their operating or capital shortfalls.

These units were transferred from the Province to the DSSAB without capital reserves in 2000. At the same time, responsibility for the non-profit housing provider operating agreements was transferred to us. Although these units had reserves, they were minimal, and the buildings were on average 20 years old.

It is recommended to maintain contributions of \$735,000 to the social housing capital fund in 2025 to ensure that sufficient capital funds are available to meet the ongoing infrastructure replacement and renewal requirements.

	General Operating Fund	DSSAB Facilites Capital Fund	Social Housing Capital Fund	Total Operating and Capital Reserves
Balance, Dec 31, 2023	\$3,650,728	\$4,203,537	\$10,195,496	\$18,049,760
Contribution: 2024 Municipal Levy		700,000	735,000	1,435,000
Contribution: 2023 Surplus/Adjustments	100,000			100,000
Contribution: Interest Earned		20,000	100,000	120,000
Capital Expenditures in 2024	-	-743,275	-2,759,040	-3,502,315
Non Profit Capital Expenditures in 2024			-500,000	-500,000
Projected Balance, Dec 31, 2024	\$3,750,728	\$4,180,262	\$7,771,456	\$15,702,445
Contribution: 2025 Municipal Levy		500,000	735,000	1,235,000
Contribution: 2024 Surplus/Adjustments	100,000			100,000
Contribution: Interest Earned				-
Capital Expenditures in 2025	-	-515,500	-2,273,491	-2,788,991
Non Profit Capital Expenditures in 2025			-500,000	-500,000
Projected Balance, Dec 31, 2025	\$3,850,728	\$4,164,762	\$5,732,964	\$13,748,454
Daily operating cash flow requirements	\$ 104,760			
# Days operating funds on hand		36		
Maximum allowable operating fund	\$ 9,428,444			

CAPITAL BUDGET AND RESERVES BUDGET

The 2025 Draft Capital Budget is reflecting 2025 spending of \$3,288,991 of which \$2,942,461 will be funded from capital reserves and \$346,530 from a Canada-Ontario Community Housing Initiative grant.

2025 Capital Budget

DSSAB Facilities	515,500
LHC Social Housing Buildings	1,838,691
Remediation Asbestos & Mold	150,000
Appliances (fridges & stoves)	55,000
LHC & DSSAB Vehicles	70,000
Non-Profit Housing Providers	500,000
LHC & DSSAB Office Furniture	10,000
Information Technology	149,800
	\$ 3,288,991

As per Service Agreements with Non-Profit Housing Providers, they are eligible for capital funding as needed. It is anticipated that this funding may be \$500,00 for building capital repairs.

The chart below and on the next slide illustrates the 2025 capital budget and funding for each asset category as compared with the 2024 capital budget and actuals to date.

2024 and 2025 CAPITAL EXPENSE AND VARIANCES						2025 FUNDING		
	2024 ACTUAL	2024 BUDGET	2024 BUDGET vs. 2024 ACTUALS	2025 BUDGET	2025 BUDGET vs. 2024 BUDGET	RESERVE FUNDING	GRANTS	TOTAL 2025 FUNDING
DSSAB BUILDINGS								
Esprit Women's Shelter	776,112	22,500	-753,612	-	-22,500	-	-	-
Toronto Ave Admin	10,895	80,250	69,356	25,875	-54,375	25,875	-	25,875
Beechwood Admin	61,494	308,375	246,881	294,625	-13,750	294,625	-	294,625
64 & 66 Waubek	36,487	190,125	153,638	145,000	-45,125	145,000	-	145,000
Highlands Daycare	2,167	-	-2,167	50,000	50,000	50,000	-	50,000
TOTAL DSSAB BUILDING CAPITAL	\$ 887,153	\$ 601,250	-\$ 285,903	\$ 515,500	-85,750	\$ 515,500	\$ -	\$ 515,500
LHC BUILDINGS								
Parry Sound Belvedere	618,372	3,383,056	2,764,684	588,750	2,794,306	242,220	346,530	588,750
Parry Sound 66 Church	153,328	246,088	92,760	227,750	18,338	227,750	-	227,750
Parry Sound William & Addie	71,265	29,063	-42,203	34,688	-5,625	34,688	-	34,688
Parry Sound Mapleview	21,832	102,750	80,918	177,250	-74,500	177,250	-	177,250
Parry Sound 118 Church	-	3,125	3,125	20,313	-17,188	20,313	-	20,313
Callendar Main	4,625	38,125	33,500	56,875	-18,750	56,875	-	56,875
Sundridge Main	23,004	89,375	66,371	114,750	-25,375	114,750	-	114,750
Magnetawan Queen	-	110,625	110,625	105,188	5,438	105,188	-	105,188
Burks Falls Queen	122,566	114,375	-8,191	126,438	-12,063	126,438	-	126,438
Burks Falls Main	-	1,563	1,563	4,063	-2,500	4,063	-	4,063
Burks Falls Dimsdale	3,956	44,375	40,419	129,313	-84,938	129,313	-	129,313
Burks Falls Yonge	5,860	98,816	92,956	96,941	1,875	96,941	-	96,941
South River Broadway	142,555	26,875	-115,680	48,125	-21,250	48,125	-	48,125
Sourth River Dublin	2,464	52,500	50,036	84,500	-32,000	84,500	-	84,500
South River Roselawn	-	17,500	17,500	23,750	-6,250	23,750	-	23,750
Housing Program	71,120	-	-71,120	-	0	-	-	-
TOTAL LHC BUILDING CAPITAL	\$ 1,240,948	\$ 4,358,210	\$ 3,117,262	\$ 1,838,691	2,519,519	\$ 1,492,162	\$ 346,530	\$ 1,838,692

CAPITAL BUDGET AND RESERVES BUDGET CONTINUED

As continued from the chart in the previous slide, the chart below illustrates the 2025 capital budget and funding for each remaining asset category as compared with the 2024 capital budget and actuals to date.

2024 and 2025 CAPITAL EXPENSE AND VARIANCES						2025 FUNDING		
REMEDIATION ASBESTOS & MOLD								
RECURRING	123,652	100,000	-23,652	150,000	50,000.00	150,000		150,000
TOTAL REMEDIATION ASBESTOS & MOLD CAPITAL EXPENSE	\$ 123,652	\$ 100,000	-\$ 23,652	\$ 150,000	50,000.00	\$ 150,000	\$ -	\$ 150,000
APPLIANCES								
RECURRING	7,788	90,000	82,212	55,000	-35,000	55,000		55,000
TOTAL APPLIANCE CAPITAL EXPENSE	\$ 7,788	\$ 90,000	\$ 82,212	\$ 55,000	-35,000	\$ 55,000	\$ -	\$ 55,000
LHC VEHICLES								
	60,806	60,000	- 806	70,000	10,000	70,000		70,000
DSSAB VEHICLES								
	54,656.76	-	- 54,657		-	-	-	-
TOTAL VEHICLES CAPITAL EXPENSE	\$ 115,463	\$ 60,000	-\$ 55,463	\$ 70,000	10,000	\$ 70,000	\$ -	\$ 70,000
NON PROFIT HOUSING PROVIDERS								
	49,928	500,000	450,072	500,000	-	500,000		500,000
TOTAL NON PROFIT HOUSING PROVIDERS	\$ 49,928	\$ 500,000	\$ 450,072	\$ 500,000	-	\$ 500,000	\$ -	\$ 500,000
LHC FURNITURE & EQUIPMENT								
			-		-	-		-
DSSAB FURNITURE & EQUIPMENT								
	12,694	10,000	- 2,694	10,000	-	10,000		10,000
TOTAL FURNITURE & EQUIPMENT CAPITAL EXPENSE		\$ 10,000	-\$ 2,694	\$ 10,000	0	\$ 10,000	\$ -	\$ 10,000
INFORMATION TECHNOLOGY								
	141,871	128,900	- 12,971	149,800	20,900	149,800		149,800
TOTAL INFORMATION TECHNOLOGY CAPITAL EXPENSE	\$ 141,871	\$ 128,900	-\$ 12,971	\$ 149,800	20,900	\$ 149,800	\$ -	\$ 149,800
TOTAL CAPITAL EXPENSE	\$ 2,566,803	\$ 5,848,360	\$ 3,268,863	\$ 3,288,991	\$ 2,479,669	\$ 2,942,462	\$ 346,530	\$ 3,288,991

25-YEAR CAPITAL PLAN AND RESERVE FUNDING OVERVIEW

One of our greatest priorities over the years has been to minimize the risk of a potential capital fund deficit for DSSAB, Social Housing and Non-Profit Provider buildings. To minimize this risk, in 2023, the Board approved the capital cost of an external consultant to assess and prepare 25-year building condition assessments (BCAs) on each of the DSSAB, LHC and non-profit housing provider units. The new BCAs will provide us with a guideline for capital replacement planning and capital reserve funding and have been uploaded into the new asset management system in 2024 to form the organization's 25-year capital plan.

The asset management system provides annual reports that reflect the total operating and capital expenses incurred on each asset. This allows Management and the Board to make better decisions regarding the maintenance, replacing and disposing of infrastructure assets in a sustainable manner into the future. We are able to establish a consistent funding approach which minimizes levy variability and formulates funding costs into the future to sustain program operations and infrastructure.

As shown in chart on the next slide, the DSSAB's 25-year capital plan, total estimated cost is \$35,698,187. The capital plan is forecasted for the budget years, 2024-2048, and has mainly based on the 25-year Building Condition Assessments that were completed in 2023 and other historical capital spending. The capital plan is a live document, and changes to the plan can occur each year from internal and external factors including service levels, economic conditions, environmental impacts, legislative changes and technological advancements.

The 25-year capital plan includes average annual spending of \$1,427,927, with funding derived from grants (5.2%) and capital reserves (94.8%) and therefore it is critical to continue to contribute to capital reserves at amounts recommended in the budget each year to fund the plan's annual expenditures.

If average capital spending and contributions to reserves remain consistent each year as shown in the 25-year capital plan, it is anticipated that reserve levels will remain at a healthy level to fund future infrastructure needs.

SCHEDULE OF 25-YEAR CAPITAL PLAN AND RESERVES

The 2025-Year Capital Plan is reflecting total spending for the years 2024-2048 of \$35,698,187 of which \$33,852,142 will be funded from capital reserves and \$1,846,045 from a Canada Mortgage Housing (CMHC) capital grant.

25-Year Capital Plan

DSSAB Facilities	3,544,281
LHC Social Housing Buildings	14,019,023
Remediation Asbestos & Mold	2,400,000
Appliances (fridges & stoves)	2,160,000
LHC & DSSAB Vehicles	871,783
Non-Profit Housing Providers	12,000,000
LHC & DSSAB Office Furniture	194,000
Information Technology	509,100
	\$ 35,698,187

The chart below and on the next slide illustrates the 25-Year capital plan and funding for each asset category.

TOTAL 25-YEAR CAPITAL EXPENSE		TOTAL 25-YEAR FUNDING		
DSSAB BUILDINGS	TOTAL 25 YEARS	RESERVE FUNDING	GRANTS	TOTAL 25-YEAR FUNDING
Esprit Women's Shelter	408,250	408,250	-	408,250
Toronto Ave Admin	643,375	643,375	-	643,375
Beechwood Admin	1,375,375	1,375,375	-	1,375,375
64 & 66 Waubeek	622,688	622,688	-	622,688
Highlands Daycare	227,969	227,969	-	227,969
TOTAL DSSAB BUILDING CAPITAL	3,277,656	3,277,656	-	3,277,656
LHC BUILDINGS				
Parry Sound Belvedere	4,699,650	2,853,605	1,846,045	4,699,650
Parry Sound 66 Church	668,713	668,713	-	668,713
Parry Sound William & Addie	990,063	990,063	-	990,063
Parry Sound Mapleview	1,614,750	1,614,750	-	1,614,750
PS 118 Church	266,625	266,625	-	266,625
Callendar Main	774,250	774,250	-	774,250
Sundridge Main	533,875	533,875	-	533,875
Magnetawan Queen	975,688	975,688	-	975,688

SCHEDULE OF 25-YEAR CAPITAL PLAN AND RESERVES CONTINUED

TOTAL 25-YEAR CAPITAL EXPENSE		TOTAL 25-YEAR FUNDING		
	TOTAL 25 YEARS	RESERVE FUNDING	GRANTS	TOTAL 25-YEAR FUNDING
Burks Falls Queen	310,125	310,125	-	310,125
Burks Falls Main	454,000	454,000	-	454,000
Burks Falls Dimsdale	400,750	400,750	-	400,750
Burks Falls Yonge	695,910	695,910	-	695,910
South River Broadway	478,125	478,125	-	478,125
Sourth River Dublin	946,700	946,700	-	946,700
South River Roselawn	476,425	476,425	-	476,425
TOTAL LHC BUILDING CAPITAL	14,285,648	12,439,603	1,846,045	14,285,648
NON PROFIT HOUSING PROVIDERS				
RECURRING	12,000,000	12,000,000		12,000,000
TOTAL NON PROFIT HOUSING PROVIDERS EXPENSE	12,000,000	12,000,000	-	12,000,000
REMEDIATION ASBESTOS & MOLD				
RECURRING	2,400,000	2,400,000		2,400,000
TOTAL REMEDIATION CAPITAL EXPENSE	2,400,000	2,400,000	-	2,400,000
APPLIANCES				
RECURRING	2,160,000	2,160,000		2,160,000
TOTAL APPLIANCE CAPITAL EXPENSE	2,160,000	2,160,000	-	2,160,000
LHC VEHICLES	543,679	543,679	-	543,679
DSSAB VEHICLES	328,105	328,105	-	328,105
TOTAL VEHICLES CAPITAL EXPENSE	871,783	871,783	-	871,783
INFORMATION TECHNOLOGY	509,100	509,100		509,100
TOTAL INFORMATION TECHNOLOGY CAPITAL EXPENSE	509,100	509,100	-	509,100
LHC FURNITURE & EQUIPMENT				
DSSAB FURNITURE & EQUIPMENT	194,000	194,000	-	194,000
TOTAL FURNITURE & EQUIPMENT CAPITAL EXPENSE	194,000	194,000	-	194,000
TOTAL ESTIMATED CAPITAL EXPENSE	\$ 35,698,187	\$ 33,852,142	\$ 1,846,045	\$ 35,698,187
2023 CMHC GRANT FUNDING	-1,846,045			
REMAINING EXPENSE TO FUND BY RESERVES	33,852,142			
OPENING RESERVE BALANCE JAN 1/2024	14,377,211			
ESTIMATED RESERVE FUNDING	-33,852,142			
ESTIMATED RESERVE CONTRIBUTIONS	37,971,671			
ESTIMATED RESERVE BALANCE SURPLUS/(DEFICIT)	\$ 18,496,739			