



Chief Administrative Officer's Report

December 2025

Mission Statement

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

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OMSSA Policy Conference (Toronto, ON. December 2-4, 2025)

From December 2-4th, I was pleased to attend the OMSSA 2025 Policy Conference alongside our Director of Income Support & Stability, and Director of Women's Services. This year's conference, coinciding with OMSSA's 75th anniversary, provided a timely forum to explore evolving social and economic pressures on Ontario's social assistance and human services systems.

We were especially proud to participate in and support the launch of OMSSA's 2026–2029 Strategic Plan. Our involvement underscores both our commitment to system-wide collaboration and our dedication to shaping policies that strengthen income support and stability, women's services, housing services, and children's services across the province. The insights gained and the relationships reinforced at the conference will inform our strategic planning and service delivery as we move into 2026.

(Pictured: Aaron Stauch, OMSSA Executive Director launches the 2026-2029 Strategic Plan at the OMSSA Policy Conference in Toronto.



We would also like to congratulate Henry Wall, past CEO of the Kenora District Services Board, who was recognized at the conference with the Patti Moore Human Services Integration Award and honoured for his outstanding service as President of OMSSA's Board. This is an achievement we proudly celebrate alongside our Northern partners!

(Pictured at left, Henry Wall, past CEO of Kenora District Services Board, and NOSDA Partner).

Housing & Homelessness Plan Update

The Housing Operations and Service Management department is updating the District's Housing and Homelessness Plan, along with developing a Housing Needs Assessment. Consultations will begin in January 2026 through surveys, focus groups, interviews, and discussions with those with lived experience. This plan helps us understand what type of housing people are in need of, what supports are working well, and where improvements are needed across the district. This update will look at understanding the current and future housing needs, identify gaps in supports for people experiencing homelessness and affordability concerns, strengthening partnerships between service providers, and plan for housing growth over the next decade. The final plan is due to the Ministry of Municipal Affairs and Housing by May 29, 2026. VINK Consulting will lead us through this process. Board and Leadership engagement will be essential as the process moves forward.

Early Childhood Educators Professional Learning Event

On October 24, 2025, the Child Care Service Management team hosted a full-day professional learning event for Early Childhood Educators from across the District of Parry Sound at the Bobby Orr Community Centre. The workshop, *Growing the Heart of Our Work*, was facilitated by Jessica and Karen from Discovery Professional Learning and focused on reconnecting educators with their purpose through values-driven practice, reflection, and the power of play.

A total of 111 participants attended the session, which featured an inspiring keynote on cultivating passionate, pedagogical, and playful cultures, followed by interactive, play-based breakout sessions exploring equity, inclusion, and meaningful learning environments. The day offered educators the opportunity to recharge, deepen their practice, and strengthen connections within the early learning community.



National Housing Day Event

On November 24, 2025, our Housing team hosted a well-attended National Housing Day event at our Parry Sound office from 1:00-3:00 p.m., welcoming community partners and members of the public. Due to winter weather, the event planned for South River has been postponed, to a date to be determined.



‘Everyday Impact’

This month, we are proud to recognize Amanda VanKoughnett, HR Coordinator, for her outstanding commitment and quick action in responding to a last-minute challenge to our First Aid training schedule.

When the facilitator unexpectedly cancelled the day before the sessions were set to begin, Amanda immediately understood the impact this could have on our licensing requirements for child care facilities at the shelter and the essential training needs of staff working throughout the community. Rather than accepting a delay, she stepped in without hesitation.

Drawing on her strong relationships and deep understanding of organizational needs, Amanda worked tirelessly to secure a new facilitator and coordinate fresh training dates on an extremely tight timeline. She collaborated closely with supervisors, communicated swiftly with employees, and ensured that every detail - from attendance to logistics - was handled with care. Thanks to her diligence and determination, the new sessions proceeded smoothly and were highly successful.

Amanda’s passion for supporting staff and her unwavering dedication to fostering a safe, well-prepared workplace truly shine through in moments like this. Her commitment to employee training not only safeguards our compliance but also strengthens the confidence and readiness of our teams across the organization. We are grateful for Amanda’s leadership, resilience, and the everyday impact she brings to DSSAB.



Licensed Child Care Programs

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

Age Group	Fairview ELCC	First Steps ELCC	Highlands ELCC	Waubee ELCC	HCCP	Total
Infant (0-18M)	3	1	3	4	13	24
Toddler (18-30M)	5	6	11	26	29	77
Preschool (30M-4Y)	16	15	17	26	46	120
# of Active Children	24	22	31	56	88	221

Fairview ELCCC has children ready to be enrolled as soon as they turn 18 months of age and will be at their operational capacity by January. The Home Child Care Program had one approved home close this month and have 16 active homes remaining, 11 in east Parry Sound and 5 on the west.

School Age Programs

October 2025

Location	Enrollment
Mapleridge After School	26
Mapleridge Before School	10
Home Child Care	23
# of Active Children	59



Inclusion Support Services

October 2025

Age Group	EarlyON	Licensed ELCC's	Monthly Total	YTD Total	Waitlist	New Referrals	Discharges
Infant (0-18M)	0	0	0	5	0	0	0
Toddler (18-30M)	5	12	17	26	0	5	0
Preschool (30M-4Y)	11	33	44	54	0	6	0
School Age (4Y+)	1	13	14	26	0	1	3
Monthly Total	17	58	75		0	12	3
YTD Total	37	77		114	18	55	31

EarlyON Child and Family Programs
October 2025

Activity	June 2025	July 2025	Aug 2025	Sept 2025	YTD
Number of Child Visits	864	754	1348	1701	9164
Number of Unique Children Attending			164YTD		
Number of Adult Visits	688	582	951	1232	7006
Number of Unique Adults Attending			134 YTD		
Number of Professionals (NEW stat July 2025)		21	25	49	95
Number of Virtual Programming Events	10	8	10	10	74
Number of Engagements through Social Media	117	102	85	218	1,123
Number of Views through Social Media	14,644	21,627	19,900	37,990	186,776

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

Data for September 2025

Number of Unique Children on the Application Portal

739

Children who Identify as Indigenous

77

Children Identifying Francophone Relatives

49

Prenatal Children

41

Unique Children

- includes children waiting for care and those who are placed in care but have applied to other child care centres/programs. (ie: currently in an infant space and have also applied for JK/SK after school program) - Or - includes all children who have completed an application for child care

Unique Children Waiting for Care

358

Waiting for Care

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

Year, Month

Multiple selections

Month

September

Additions to Application Portal

50

Total Number of Children past preferred start date (Unique)

330

Waitlist by Age Category

Age Category	Count	Percentage
Toddler	238	30.01%
Pre-School	207	26.1%
JK/SK	133	16.77%
Infant	126	15.8...
School Aged	89	11.22%
Aged Out	1	

Number of Children past their preferred start date by age

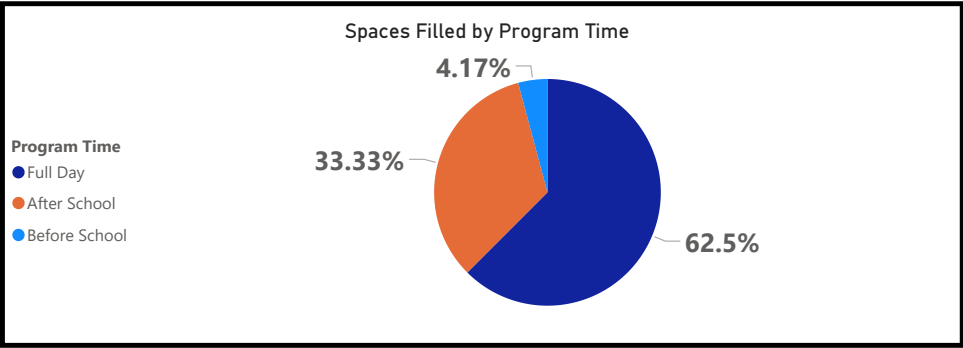
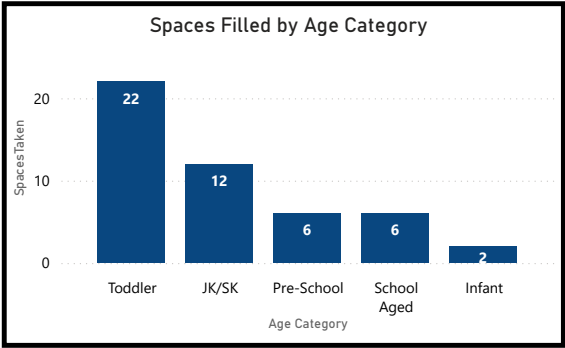
Age Category	Count
Toddler	61
School Age	66
Preschool, JK/SK	83
Preschool	62
JK/SK	14
Infant	42
Aged Out	1

Year

2025

Month

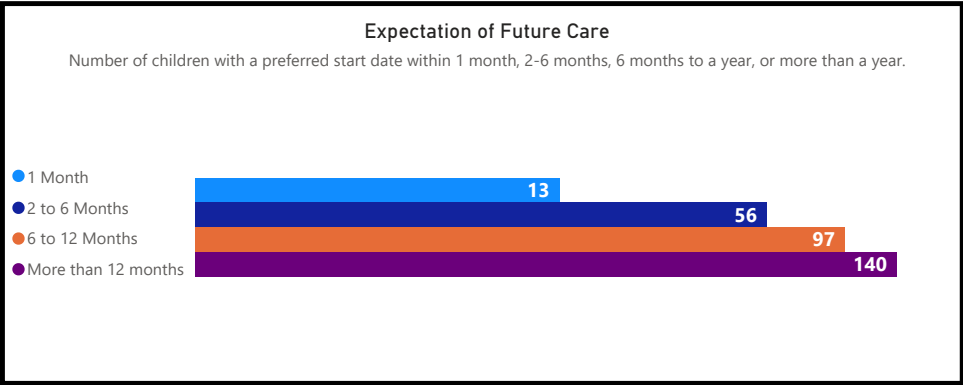
September



Children Placed	Spaces Filled
46	48

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

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



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

Data for October 2025

Number of Unique Children on the Application Portal

765

Children who Identify as Indigenous

81

Children Identifying Francophone Relatives

50

Prenatal Children

47

Unique Children

- includes children waiting for care and those who are placed in care but have applied to other child care centres/programs. (ie: currently in an infant space and have also applied for JK/SK after school program) - Or - includes all children who have completed an application for child care

Unique Children Waiting for Care

388

Waiting for Care

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

Year, Month

Multiple selections

Month

October

Additions to Application Portal

42

Total Number of Children past preferred start date (Unique)

360

Waitlist by Age Category

Age Category	Count	Percentage
Toddler	251	30.39%
Pre-School	211	25.54%
JK/SK	140	16.95%
Infant	133	16.1%
School Aged	91	11.02%
Aged Out	1	

Number of Children past their preferred start date by age

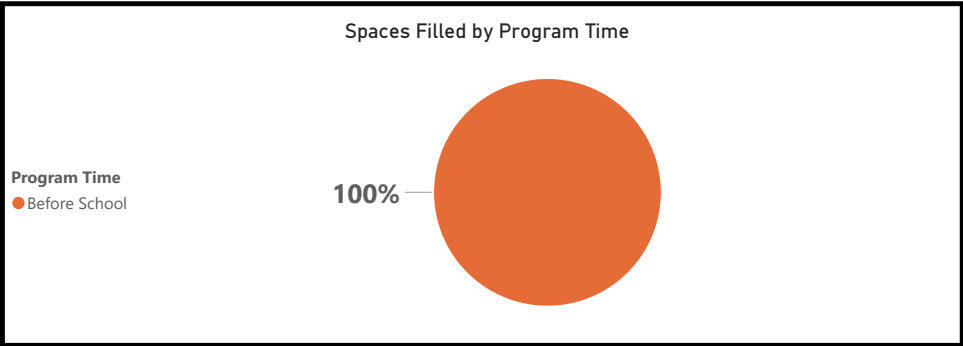
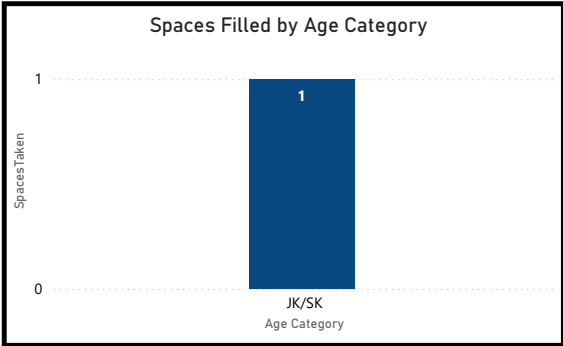
Age Category	Count
Toddler	69
School Age	67
Preschool, JK/SK	86
Preschool	67
JK/SK	16
Infant	53
Aged Out	1

Year

2025

Month

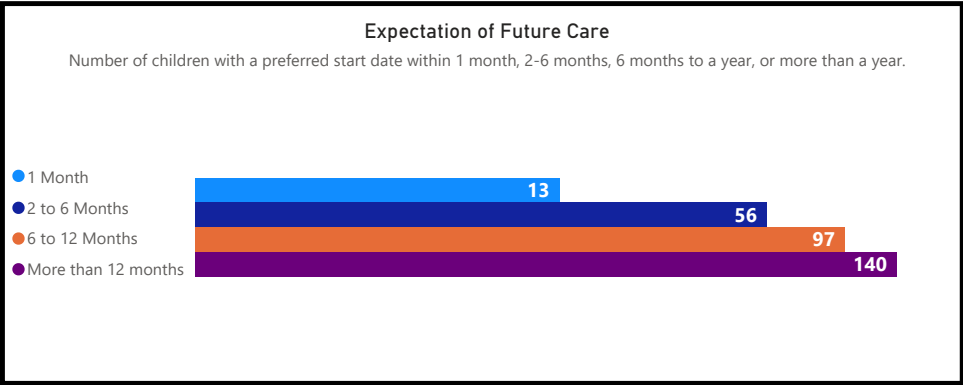
October

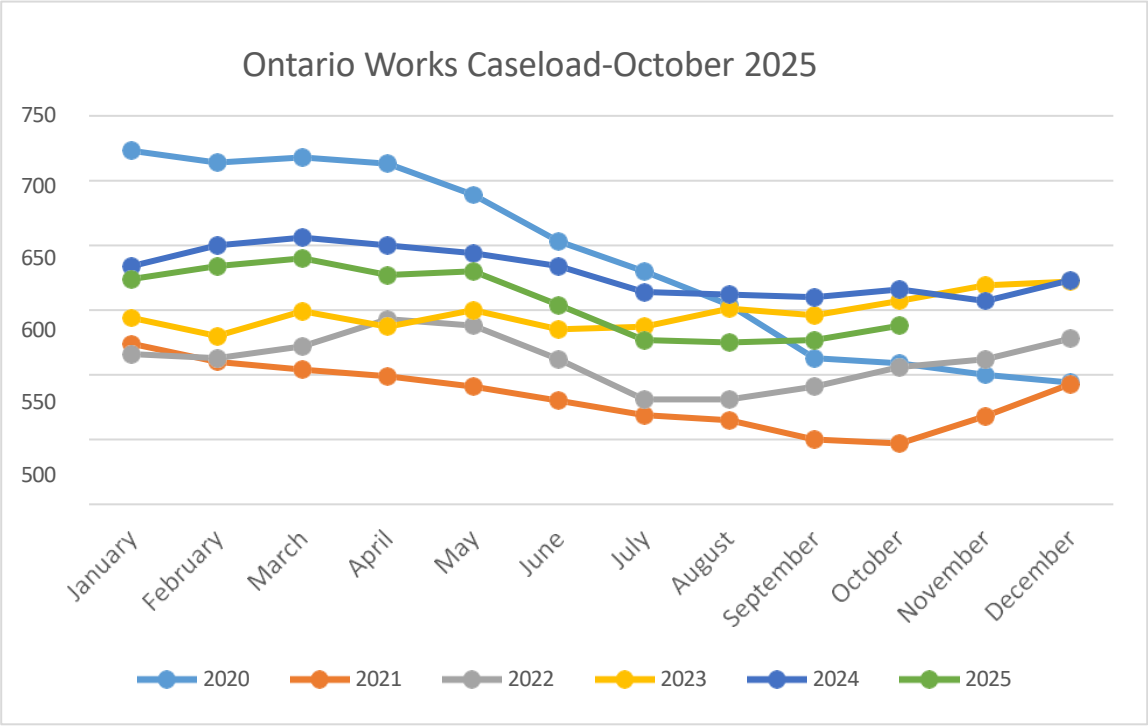


Children Placed	Spaces Filled
1	1

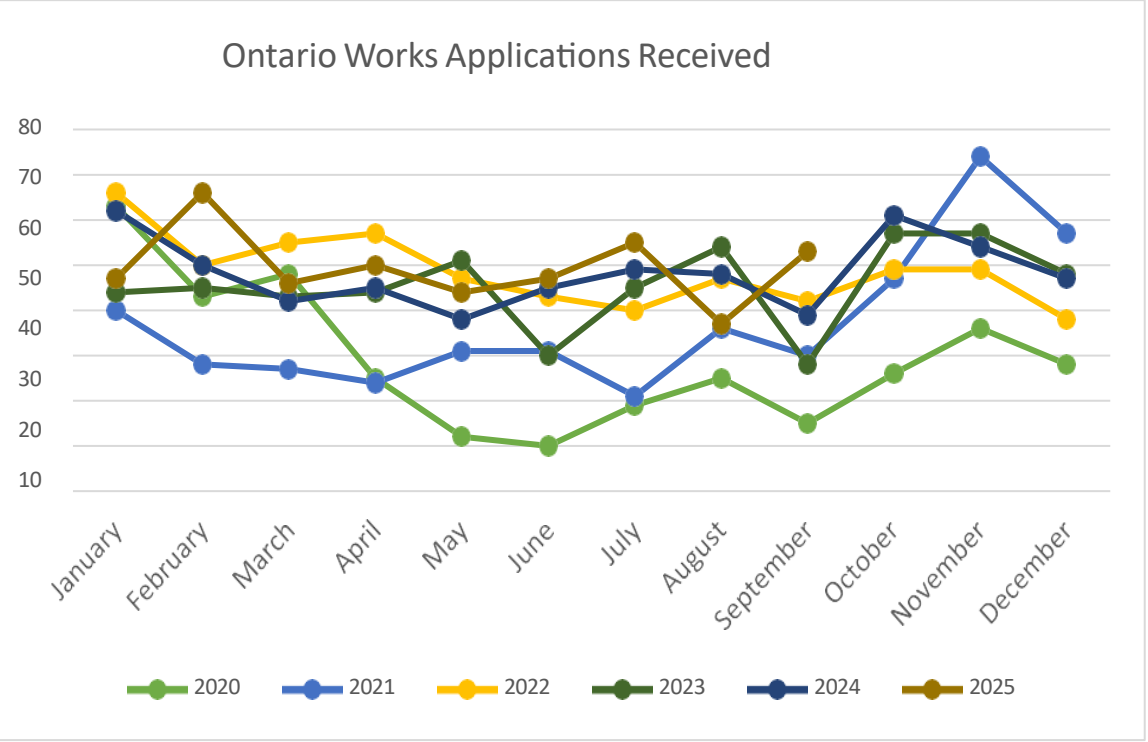
Children Placed - The number of unique children placed in a program.

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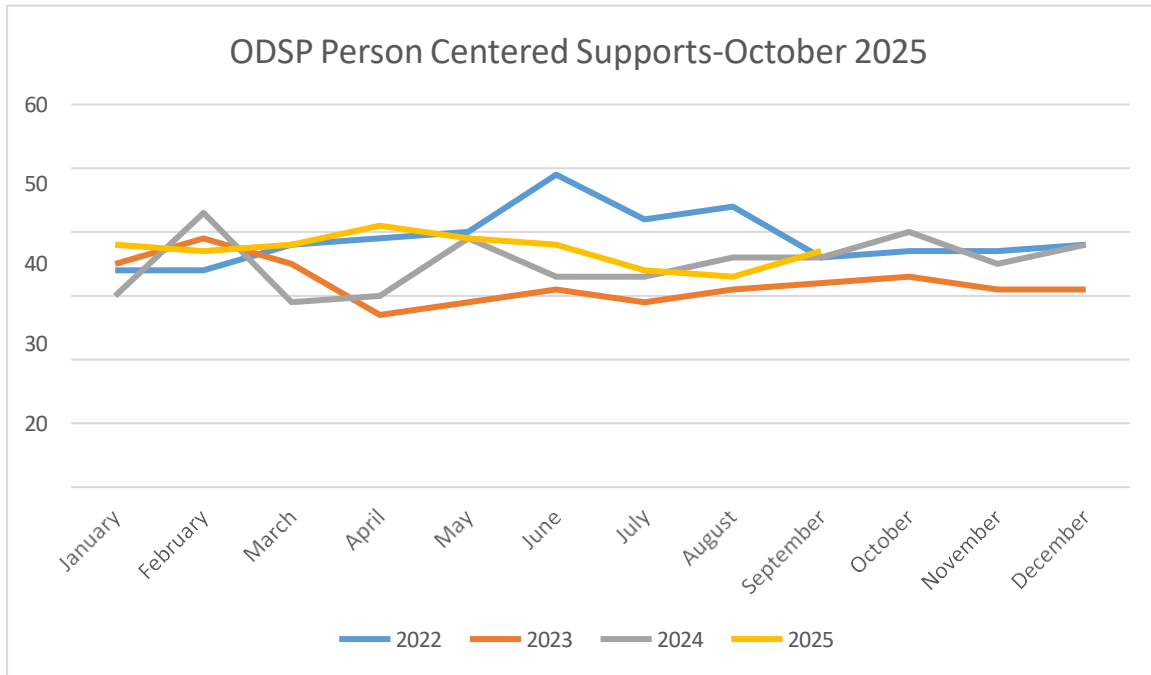




Ontario Works Intake Unit - Social Assistance Digital Application (SADA) Ontario Works Applications Received



ODSP Participants Receiving Person Centred Supports through Ontario Works



The OW Caseload continues to hold steady at **588** cases. We are providing **36** ODSP participants Person-Centred Supports. We also have **61** Temporary Care Assistance cases. **51** applications were received through the province's Ontario Works Intake Unit (OWIU).

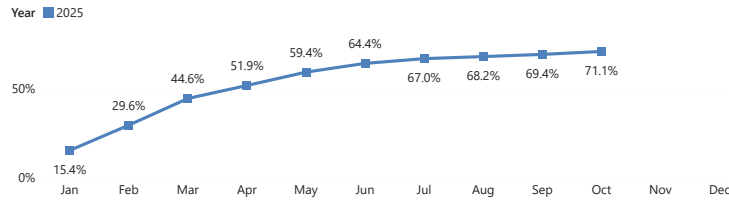
Ontario Works (OW) Performance Measures

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

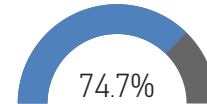
- Crisis & Safety-homelessness, personal safety
- Health-medical, mental health counselling, addiction treatment
- Life Skills-Literacy and Basic Skills such as budgeting, time management
- Community Supports-Housing, transportation and legal support

*NDA-Non-Disabled Adult

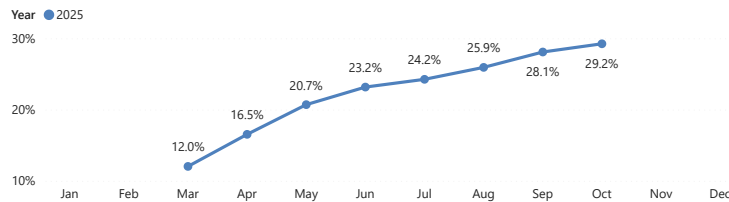
Percentage of OW + NDA Members with mandatory participation requirements that have created a Social Assistance Action Plan (Cumulative Year-to-Date)*



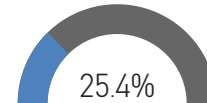
Provincial Value for Latest Month in Selected Range



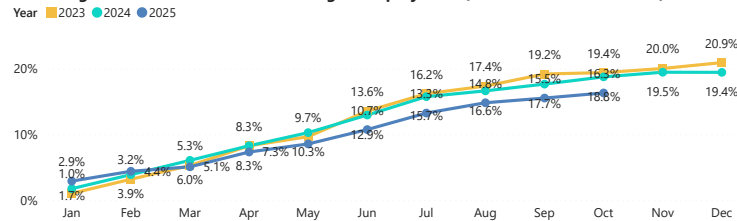
Percentage of OW + NDA Members with mandatory participation requirements that are referred to EO (Cumulative Year-to-Date)



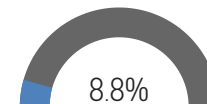
Provincial Value for Latest Month in Selected Range



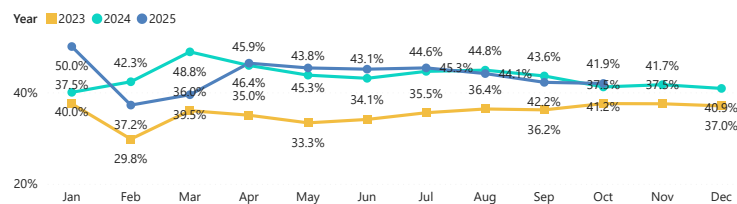
Percentage of Ontario Works cases exiting to employment (Cumulative Year-to-Date)



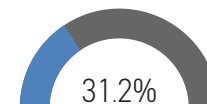
Provincial Value for Latest Month in Selected Range



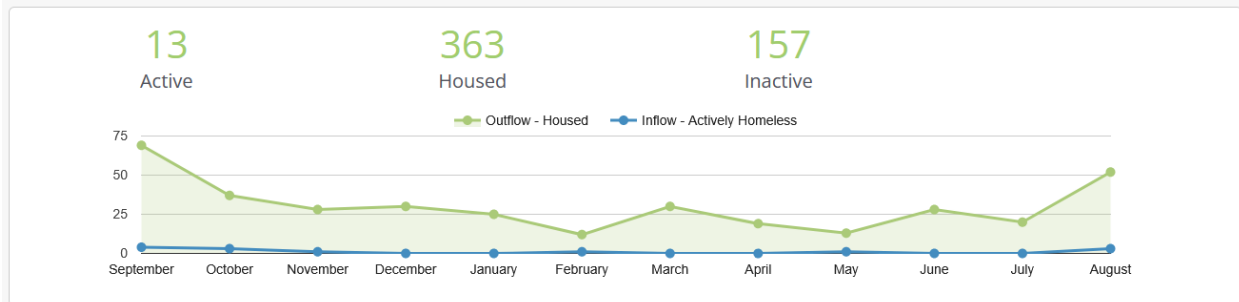
Percentage of Ontario Works cases who exit the program and return within one year (Cumulative Year-to-Date)



Provincial Value for Latest Month in Selected Range



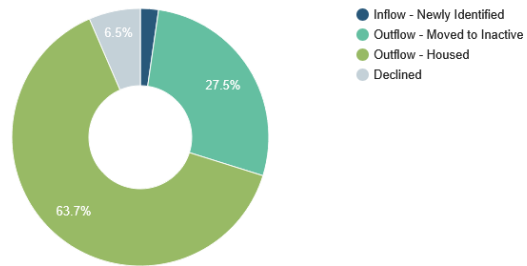
The By Name List is real-time list of all known people who are experiencing homelessness in our community that are willing to participate in being on the list and connecting with our agency for ongoing support to maintain affordable and sustainable housing. The individuals who are connected to this program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



BNL INFLOW & OUTFLOW

[Print](#)

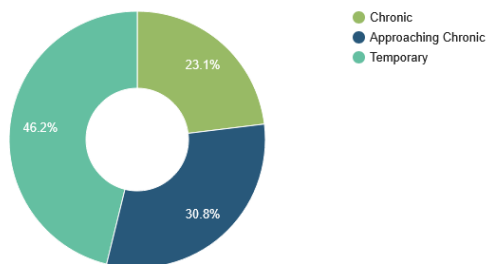
Type	Clients
Inflow - Newly Identified	13
Inflow - Returned from Housing	0
Inflow - Returned from Inactive	0
Outflow - Moved to Inactive	157
Outflow - Housed	363
Declined	37



ACTIVE CLIENTS BY HOMELESS PRIORITY

[Print](#)

Type	Clients
Chronic	3
Approaching Chronic	4
Temporary	6
N/A	0

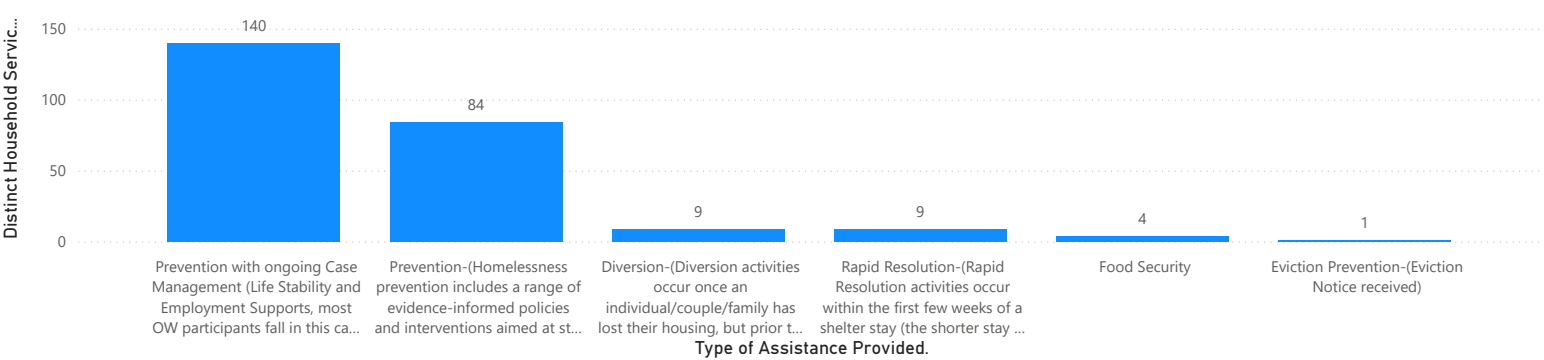


Month

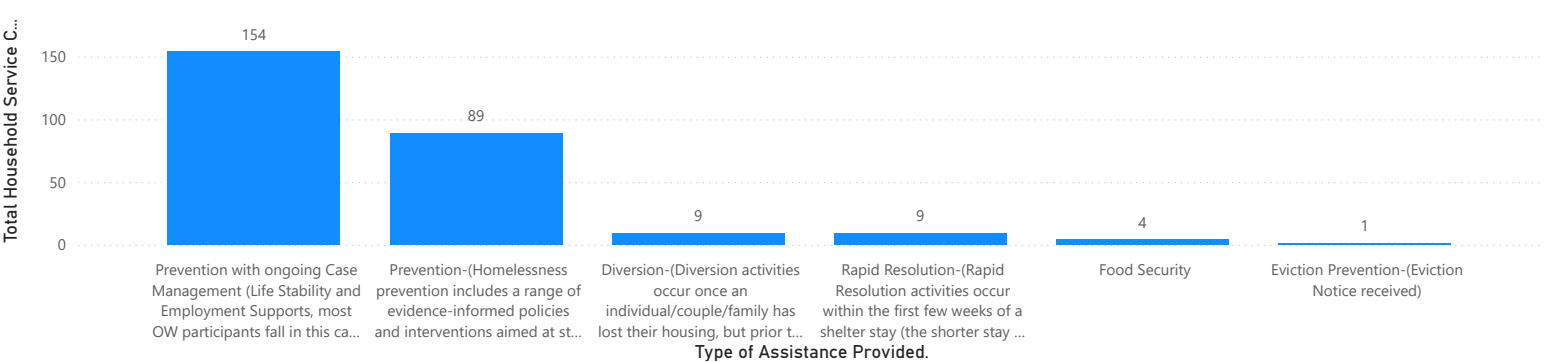
Multiple selections

▼

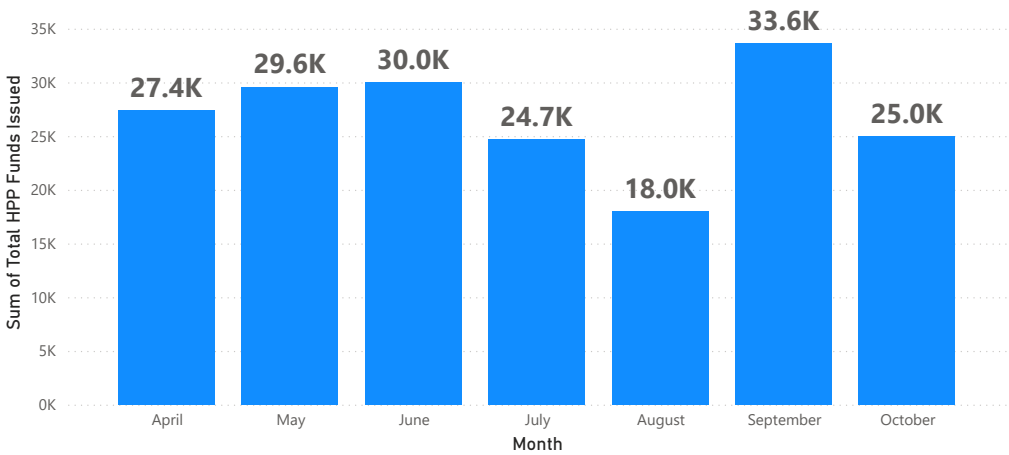
Distinct Household Service Count by Type of Assistance Provided.



Total Household Service Count by Type of Assistance Provided.



Total HPP Funds Issued by Month



Type of Assistance-HPP

All

Month

Multiple selections

\$188,273.13

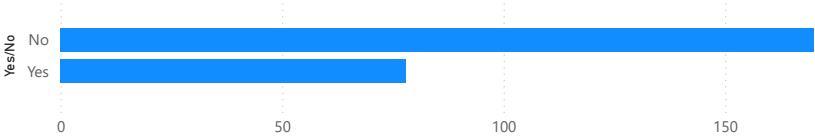
Sum of Total HPP Funds Issued

Provincial Priority Groups	Unique Households Served
Chronic Homelessnes	15
Youth aged 16-25	12
Indigenous	7
Transitioning from Provincial Institution	1
Total	35

Income Source	Unique Households Served	Sum of Total HPP Funds Issued
OW	97	81,389.73
ODSP	75	69,932.37
Low Income Senior	26	20,615.35
Low Income Non Senior	24	16,335.68
Total	216	188,273.13

Housing Status	Unique Households Served
At Risk of Homelessness	187
Experiencing Homelessness (and not currently on BNL)	15
On BNL	18
Total	216

Has the client been issued HPP in the past?



Type of Assistance Provided.	Low Income Non Senior	Low Income Senior	ODSP	OW	Total
Prevention with ongoing Case Management (Life Stability and Employment Supports, most OW participants fall in this category)	6	11	36	89	140
Prevention-(Homelessness prevention includes a range of evidence-informed policies and interventions aimed at stopping housing loss before it occurs.)	14	14	46	10	84
Diversion-(Diversion activities occur once an individual/couple/family has lost their housing, but prior to shelter entry or first night sleeping outside. Explore safe, appropriate options in community or mediation.)	4		1	4	9
Rapid Resolution-(Rapid Resolution activities occur within the first few weeks of a shelter stay (the shorter stay the better) or time on the street when an individual/couple/family cannot be diverted.)	1	1	2	5	9
Food Security				4	4
Eviction Prevention-(Eviction Notice received)	1				1
Total	26	26	84	112	246

Month

Multiple selections

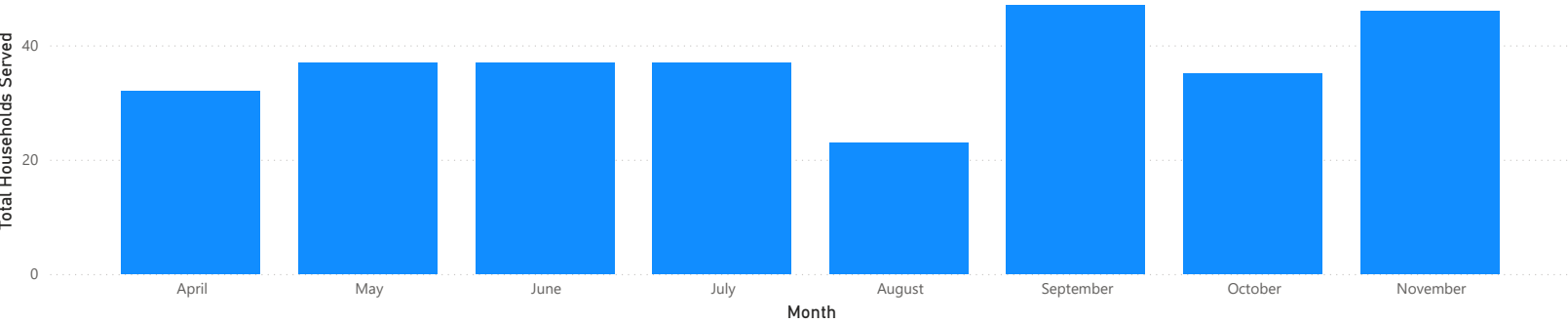
216

Unique Households Served

248

Total Households Served

Total Households Supported through HPP by Month-All



Parry Sound District Housing Corporation**October 2025**Activity for Tenant Services

	Current	YTD
Move outs	1	18
Move in (centralized waitlist along with internal transfers)	4	30
L1/L2 hearings	2	13
N4 Delivered to tenant or filed with the LTB— Notice of eviction for non-payment of rent	0	6
N5 Filed with the LTB— notice of eviction disturbing the quiet enjoyment of the other occupants	5	16
N6 Filed with the LTB –notice of eviction for illegal acts or misrepresenting income for RGI housing	0	1
N7 Filed with the LTB – notice of eviction for willful damage to unit	0	1
Repayment agreements—new (formal &	1	17
No Trespass Order	1	1
Mediation/Negotiation/Referrals	19	206
Tenant Home Visits/Wellness Checks	18	393
Tenant Engagements/Education	0	21

Property Maintenance

October 2025

Pest Control		Monthly pest control inspections were completed at 10 buildings. 42 units were inspected. 33 units were inspected. Of the 33, 4 units required treatment.
Vacant Units	6	4 one-bedroom, 2- multiple bedrooms (asbestos abatement, and significant repair contributes to longer vacancy times)
Vacant Units - The Meadow View	2	2 market units
After Hours Calls	2	monitoring station offline, water in basement
Work Orders	84	Work orders are created for our staff to complete routine maintenance repairs for all DSSAB/LHC Buildings
Purchase Orders	222	Purchase Orders are for services, and materials required outside of the Housing Operations Department scope of work for the LHC properties
Fire Inspections	1	Annual fire suppression inspection completed on a 6-storey senior building
Annual Inspections	0	Annual inspections continue across the district
Inspections (other)	11	Housekeeping, Fire Prevention Officer follow up, and preconstruction/postconstruction
Incident Reports	0	

Housing Programs

Social Housing Centralized Waitlist Report October 2025

	East Parry Sound	West Parry Sound	Total
Seniors	57	140	197
Families	180	508	688
Individuals	575	176	751
Total	812	824	1636
Total Waitlist Unduplicated			448



SPP = Special Priority Applicant

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

Month 2024	New App.	New SPP	Cancelled	Housed	SPP Housing	Month 2025	New App.	New SPP	Cancelled	Housed	SPP Housing
Jan	3		2	1		Jan	9	0	0	2	
Feb	5		11	1		Feb	8	0	2	3	
Mar	7		3	3		Mar	9	1	4	1	
Apr	10	1	7			Apr	6	1	10		
May	4	1	5	1		May	11		1	2	
June	1		15	3		June	12	2	1	2	
July	9	1	19			July	14			2	1
Aug	9	1	21			Aug	9	1	1	2	1
Sept	6		16	2		Sept	7	4	1	2	2
Oct	6		9	4		Oct	8		1	1	
Nov	10	1	17	3		Nov					
Dec	11		6	3	2	Dec					
Total	81	5	131	21	2	Total	93	9	21	17	4

Capital Projects

October 2025

General Overview

October continued the transition from summer construction into winter preparedness, with several remediation, siding, roofing, and mechanical projects advancing toward completion. Multiple units previously under abatement or interior restoration reached final inspection stages, while ongoing structural and mechanical work continued to address system aging, water infiltration concerns, and long-term asset preservation needs. Planning and procurement activity increased during the month to align the remaining 2025 work with year-end timelines and to prepare for 2026 capital implementation.

Hazardous Material Remediation and Water Damage Repairs

- Abatement and restoration work continued at several locations, with multiple units completing final testing, drywalling, and finishing.
- Clearance inspections were performed on completed abatement sites, allowing turnover processes to begin.
- Additional units identified for remediation through routine inspections were added to the fall workplan, with environmental testing scheduled.
- Repairs related to water damage, including mould remediation and interior restoration, progressed steadily and remained on track for November completion.

Doors, Siding, Painting, and Cosmetic Upgrades

- Exterior siding projects that began in late summer progressed through final stages, with several buildings receiving finishing work and touch-ups.
- Quotes for additional painting and cosmetic upgrades were reviewed and remain pending budget review for the upcoming cycle.
- Masonry repair recommendations submitted earlier in the fall remained under review, with contractor selection anticipated for early 2026.

Capital Projects

October 2025 cont'd...

Roofing and Structural Projects

- Fall roofing work advanced where weather permitted, including attic remediation and replacement activities that began in September.
- Foundation and structural reinforcement work continued, addressing previously identified building deficiencies.
- Engineering assessments and contractor coordination remained active throughout October to support safe and compliant repair execution.
- Structural finishing, including drywalling and carpentry in remediated areas, progressed to near completion.

HVAC, Electrical, and Generator Work

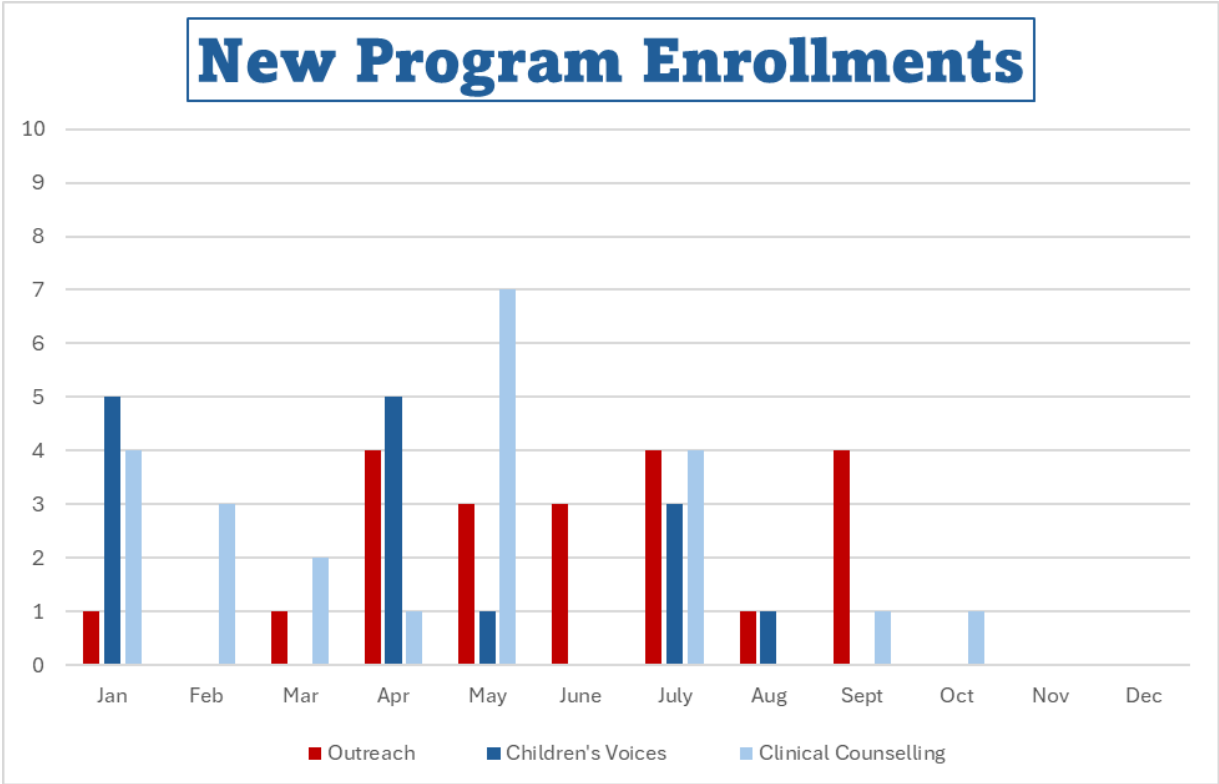
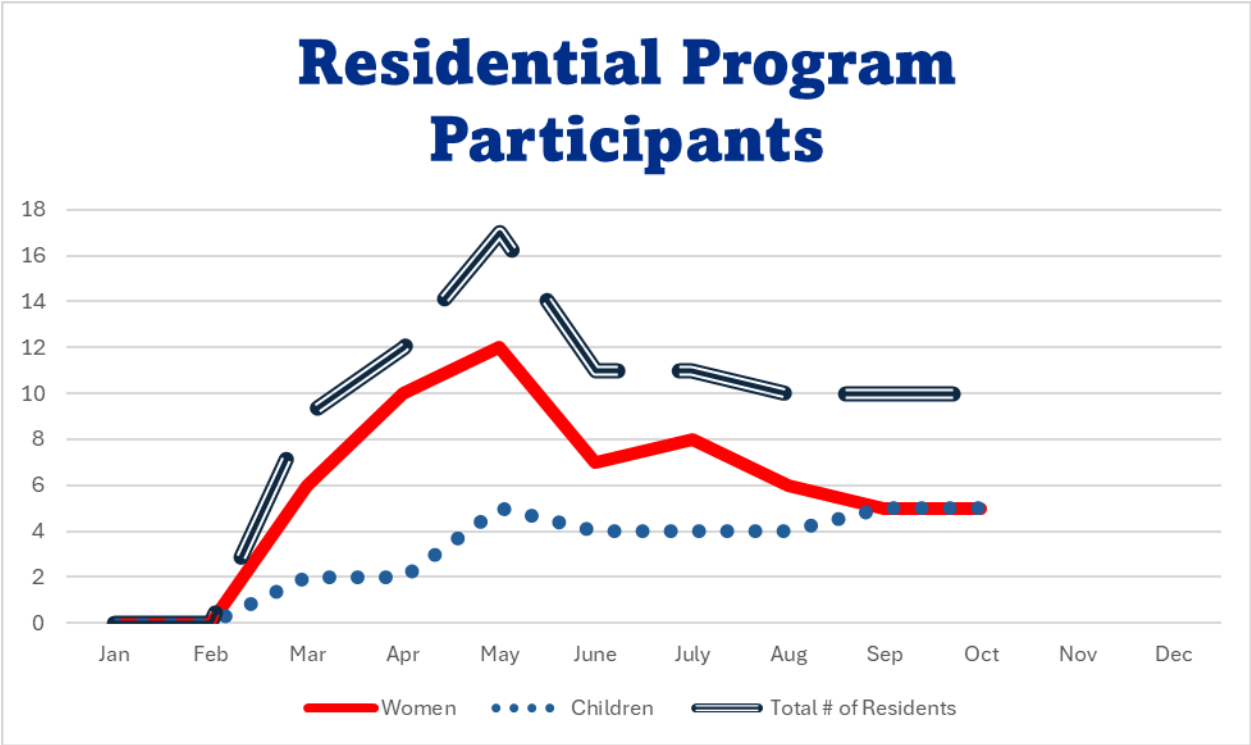
- Generator-related work progressed, with components on order and installation coordination underway.
- Mechanical repairs, including plumbing deficiencies and HVAC adjustments, were completed at several sites.
- Electrical upgrades continued, with panel replacements and system enhancements progressing as materials became available.

Landscaping and Site Enhancements

- Fall landscaping projects, including privacy plantings and minor site enhancements, were initiated and are expected to conclude before winter.
- Remaining exterior grading, asphalt, and drainage improvements were partially completed, with some work deferred to spring 2026 due to weather limitations.

Summary

The Capital team maintained strong momentum through October, completing several abatement and restoration projects while advancing roofing, siding, and mechanical upgrades. Portfolio readiness for winter improved through continued infrastructure repairs, heating system preparation, and strategic planning. Year-end procurement and contractor scheduling remain underway, ensuring that outstanding fall projects progress into November and early winter as planned.



Social Media Stats

Facebook –District of Parry Sound Social Services Administration Board	JUNE 2025	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025
Total Page Followers	749	749	770	780	786	791
Post reach/views this period	11,121	11,941	5,904	33,114	18,590	23,572
Post Engagement this Period (# of reactions, comments, shares)	77	75	37	211	138	178

Facebook -Esprit Place Family Resource Centre	JUNE 2025	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025
Total Page Followers	225	225	229	229	229	250
Post reach/views this period	580	815	1,314	424	313	17,684
Post Engagement this Period (# of reactions, comments, shares)	10	0	27	2	3	189

DSSAB LinkedIN Stats https://bit.ly/2YyFHIE	JUNE 2025	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025
Total Followers	548	551	558	561	561	579
Search Appearances (in last 7 days)	371	205	132	122	113	170
Total Page Views	52	35	22	26	27	77
Post Impressions	650	660	715	235	1092	2,953
Total Unique Visitors	29	20	12	14	15	29

Instagram - Esprit Place Family Resource Centre https://www.instagram.com/espritplace/	JUNE 2025	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025
Total Followers	104	105	107	109	112	115
# of accumulated posts	65	65	66	67	69	81