




Chief Administrative Officer's Report

January 2026

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.



‘Everyday Impact’

This month, we’d like to recognize Jami Steckley, Housing Programs Support Worker, for her outstanding compassion, professionalism, and commitment to supporting our clients and colleagues. Over the past year, Jami has consistently gone above and beyond assisting applicants on the waitlist, guiding tenants through annual reviews, and ensuring everyone receives the information and support they need with patience and kindness.

When recent staffing changes occurred, Jami played a key role in helping manage the transition and ensuring services continued smoothly. She continues to approach each day with positivity, teamwork, and a genuine commitment to helping others.

As one colleague shared, “Jami is always willing to help and takes the time to explain things clearly. Her calm, supportive nature makes a huge difference for both staff and clients.”

Jami’s reliability, empathy, and collaborative spirit make her an invaluable part of the Housing Programs team. Great work Jami!



Esprit ‘Sponsor a Family’ Holiday Campaign

Esprit’s 2025 Sponsor-A-Family Holiday Campaign was a heartwarming example of what community compassion can achieve. Each elf featured on our campaign poster symbolized a real family supported through Esprit Place Family Resource Centre, either through our Gender-Based Violence Program or our Special Priority Policy (SPP) for Community Housing, which provides survivors of abuse and human trafficking with priority access to Rent-Geared-to-Income (RGI) housing.

We extend our sincere gratitude to the families, individuals, and local groups who generously came together to support this initiative. Because of your kindness, all 18 families identified for support were fully sponsored in 2025, and additional donations were received to assist families who may need help during the holidays or into the new year.

Now in its third year, the Sponsor-A-Family program has experienced remarkable growth—more than tripling in size and supporting more families this year than ever before. Each year, community participation continues to grow, reinforcing the powerful role collective care plays in helping families feel safe, supported, and valued.

We are incredibly thankful for the community that makes this program possible and look forward to building on this momentum to make the campaign even bigger and better next year!



Human Resources - Quarterly update (Dec 2025)

As the organization approaches year-end, the Human Resources department is particularly busy. Key activities include completing reconciliations for payroll, employee benefits, and the OMERS pension plan. The department also processes OMERS service buy-backs related to leaves of absence and prepares for statutory reporting requirements in the upcoming tax season.

Recruitment & Staffing

- 20 job postings were managed, including both internal and external opportunities.
- 5 new hires joined the organization
- HR also facilitated orientation for 2 returning employees.
- Year-to-date, we have welcomed 34 new hires in 2025.
- Our current workforce stands at 172 employees, with an average tenure of 9.63 years, reflecting the long-term commitment of our staff.

Pension & Benefits

In 2025, the Human Resources department continued to oversee the administration of pension and benefit-related matters in support of a growing and evolving workforce.

During the year, 30 employees were enrolled in the OMERS pension plan, reflecting ongoing workforce movement and compliance with statutory pension obligations.

The organization also managed 6 WSIB claims, ensuring timely reporting, coordination, and return-to-work support in alignment with legislative requirements.

In addition, HR administered approximately 50 employee medical leaves and supported 8 workplace accommodations, balancing operational continuity with the organization's duty to accommodate and employee well-being. These activities reflect a sustained focus on compliance, risk mitigation, and responsible benefits administration.

Through these enhancements, the HR department continues to focus on strengthening organizational capacity and supporting a high-performing workforce.

Performance & Development

During the quarter, the Human Resources department supported key compliance and risk-mitigation activities, including coordinating 31 employee performance reviews and five probationary reviews to ensure effective performance management and supervisory oversight. The department also delivered 10 two-day new employee orientations, one returning staff orientation, and targeted supervisor training to support leadership capacity at Highlands Early Learning & Child Care Centre.

All DSSAB employees completed mandatory Workplace Bullying and Harassment training, reinforcing the organization's commitment to maintaining safe and respectful workplaces. In addition, Winter Driving training was provided to applicable employees to mitigate operational and safety risks during seasonal conditions.

Human Resources

Performance & Development, continued:

In preparation for 2026, the performance review framework has been refreshed based on feedback from both employees and supervisors. The revised document clearly identifies core competencies expected of DSSAB employees and better supports the alignment of annual goals with professional development. Through these enhancements, the HR department continues to focus on strengthening organizational capacity and supporting a high-performing workforce.

Labour Relations

We continue to wait for OPSEU to move forward with Pay Equity.

WSIB Rebate Program

The Workplace Safety & Insurance Board (WSIB) recently announced a second round of surplus rebates for businesses in Ontario in 2025. The WSIB released the following information regarding the rebates:

“We’re distributing \$2 billion to eligible Schedule 1 businesses because our insurance fund had a surplus greater than our necessary reserve due to strong operational, financial and investment management.

These surplus rebates recognize the important role Ontario businesses play in funding our no-fault work-related injury and illness insurance system, while continuing to protect our ability to help people who have experienced a work-related injury or illness with a safe, timely and lasting recovery and return to work today and into the future.”

The DSSAB is receiving a rebate in the amount of \$64,837.18.

Acknowledgment

The progress achieved this quarter reflects the professionalism and sustained commitment of the Human Resources team. Their contributions are integral to building a strong workforce, supporting a positive organizational culture, and promoting employee well-being. As we look ahead to 2026, an increased emphasis will be placed on advancing health and safety initiatives across the agency.

Licensed Child Care Programs

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

Age Group	Fairview ELCC	First Steps ELCC	Highlands ELCC	Waubee ELCC	HCCP	Total
Infant (0-18M)	3	1	3	4	12	23
Toddler (18-30M)	6	7	10	23	26	72
Preschool (30M-4Y)	16	15	18	29	48	126
# of Active Children	25	23	31	56	86	221

Highlands ELCCC Playground work started on November 26- We had permeable pavers installed.

First Steps has 4 preschool children, who are sharing 2 spaces, as they were only in need of part time care. They also have 2 toddler children who share 1 space.

The hurdle with reaching capacity in our toddler program at Fairview is the ages of the children on the waitlist. They have an infant starting in Dec, when one of our enrolled children turns 18 months.

School Age Programs—Nov 2025

Location	Enrollment
Mapleridge After School	26
Mapleridge Before School	10
Home Child Care	24
# of Active Children	60



Inclusion Support Services - Nov 2025

Age Group	EarlyON	Licensed ELCC's	Monthly Total	YTD Total	Waitlist	New Referrals	Discharges
Infant (0-18M)	0	0	0	3	0	0	0
Toddler (18-30M)	5	12	17	24	0	5	0
Preschool (30M-4Y)	11	38	49	49	0	8	0
School Age (4Y+)	1	13	14	26	0	1	21
Monthly Total	14	61	75		0	0	0
YTD Total	34	77		102	18	55	28

EarlyON Child and Family Programs— Nov 2025

EarlyON Child and Family Centre Reporting Month: November 2025		
Activity	Monthly Total Nov	Year to Date
Number of Child Visits	1022	10,186
Number of Unique Children served this month		81
Number of Adult Visits	703	7709
Number of Unique Adults served this month		49
Number of Professionals (New stat of July 1, 2025)	42	137
Number of Virtual Programming Events	10	84
Number of engagements Through social media	337	1,460
Number of views Through social media	14,670	201,446

Staff were fortunate to attend various training events including, Positive Parenting Training, Tilt Towards Connection, Essentials of Family Support: Contemporary Families, Supporting Children and Families with Trauma, Avoiding Burnout: Building a Practice of Self-Compassion, Program evaluation in Family Support Programs and Facilitating Partnerships with local Communities.

The Program Supervisor was invited to attend Grand Rounds with the Family Health Team to speak about the EarlyON programs as well as the support programs for new moms.

Developmental bags have been designed to handout at community events as well as the DSSAB intake offices and staff who visit families in their homes. The bags are intended to inform families who do not attend EarlyON of programming available in the District of Parry Sound as well as educational information regarding child development and parenting. The bags available are for children, birth to 18 months, 18 months to 2 years, 3 years, 4 years and school aged. Our hope is that we can support the families who do not attend or feel comfortable attending traditional child and family programs.

The Program Supervisor attended a Housing event in November and was able to share the idea behind the developmental bags with the staff who attended.

Christmas parties were held in South River and Parry Sound with a special visit from Santa. 13 adults and 13 children attended in South River, and 33 adults and 36 children attended in Parry Sound.

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 November 2025

Number of Unique Children on the Application Portal

786

Children who Identify as Indigenous

83

Children Identifying Francophone Relatives

50

Prenatal Children

51

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

415

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

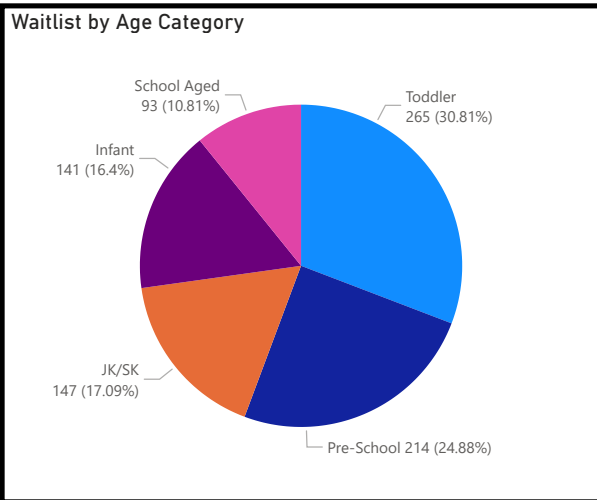
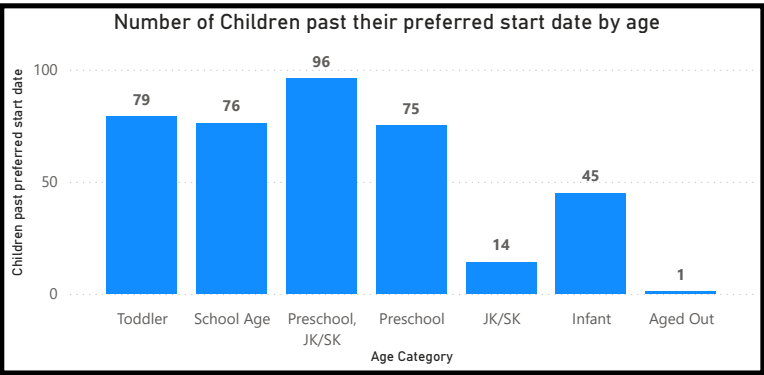
November

Additions to Application Portal

31

Total Number of Children past preferred start date (Unique)

392

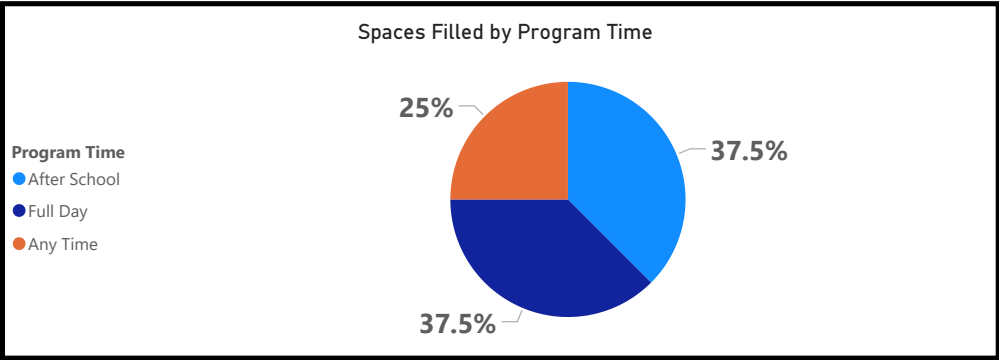
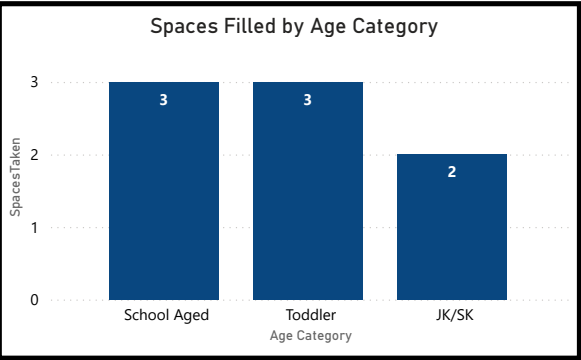


Year

2025

Month

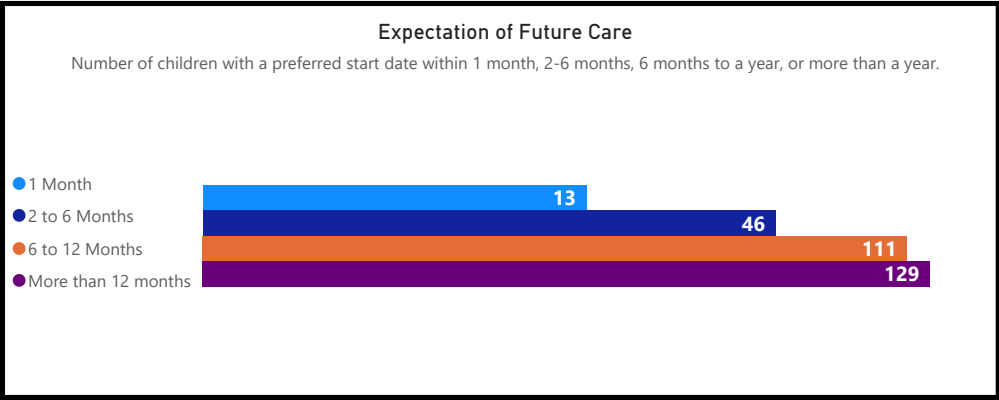
November



Children Placed	Spaces Filled
8	8

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.



Funding Sources for District Wide Childcare Spaces - NOV 2025

Funding Source - Active	# of Children	# of Families
CWELCC*	33	32
CWELCC Full Fee	217	212
Extended Day Fee Subsidy	2	2
Fee Subsidy	16	15
Full Fee	19	18
Ontario Works	2	2
Total	289	281

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

Exits	# of Children	# of Families
Fee Subsidy	2	2
CWELCC Full Fee		
Extended Day Fee Subsidy		
Fee Subsidy		
Full Fee		
Ontario Works		
Total	2	2

Quality Assurance—Child Care Service Management—Quarterly Update

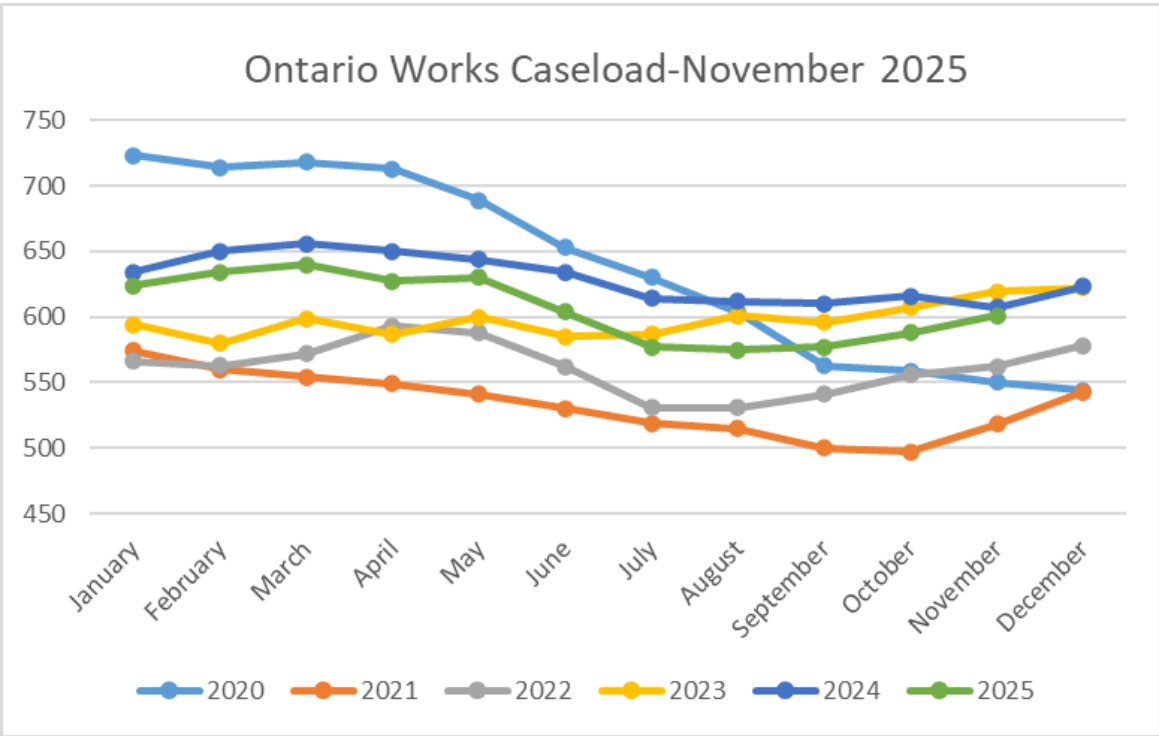
On October 24, 2025, a total of 118 Early Childhood Educators gathered at the Bobby Orr Community Centre in Parry Sound for a full-day professional learning session hosted by the Child Care Service Management team. Educators from child care programs across the District of Parry Sound came together to celebrate the importance of the work they do for children and families.

The event was facilitated by Discovery Professional Learning and offered a wide variety of learning opportunities that supported both individual and group pedagogical growth. In a time of high burnout and shifting expectations within the sector, the focus of the day was “Growing the Heart of Our Work.” Keynote speakers explored ways to cultivate passionate, pedagogical, and playful cultures within early learning environments. Throughout the day, educators were encouraged to reflect on and reconnect with their “why,” using meaningful reflection to strengthen their work with children and families.

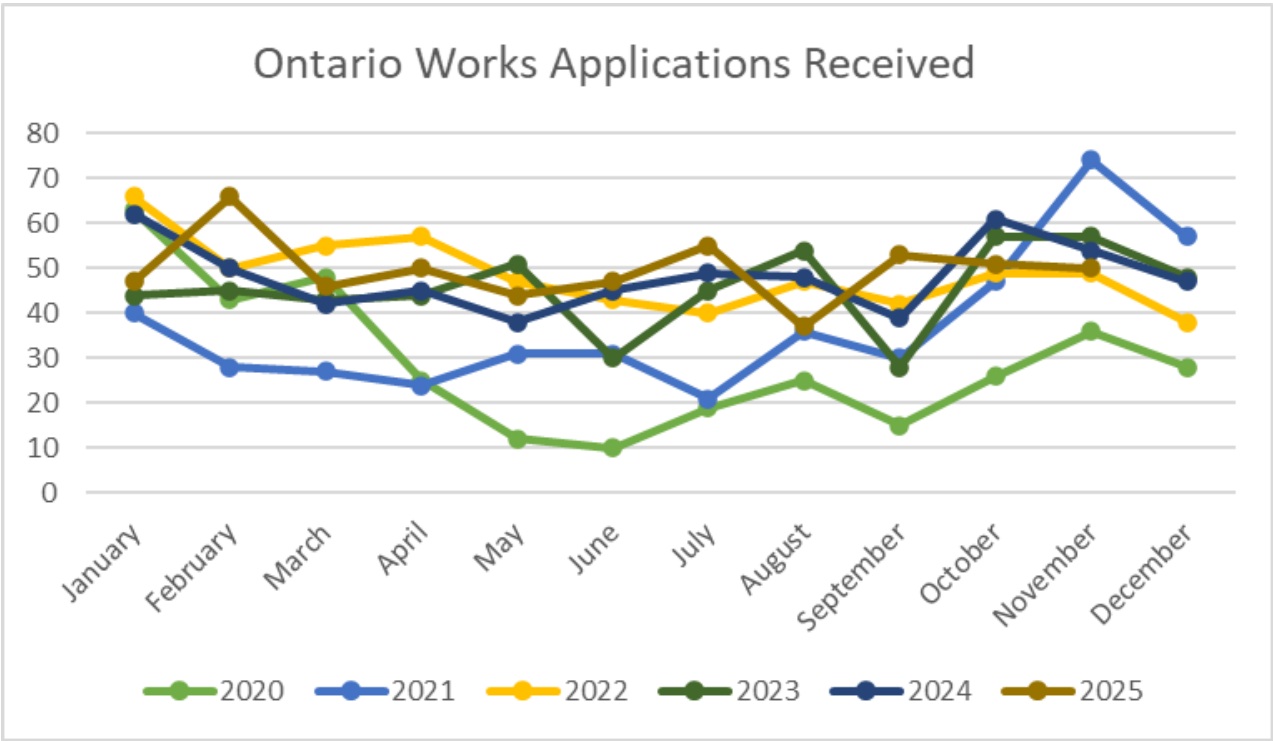
In addition to the keynote sessions, the day included prize draws, a playful Kahoot activity, opportunities for singing and dancing, and valuable time for networking with peers. Prior to lunch, educators were honoured to observe a drumming circle performed by the Nibi-Kwe-Wug drummers, offering a powerful moment of connection and reflection for the group.

Alongside the focus on meaningful professional learning, there was an emphasis on the importance of self-care. All educators received gift bags in recognition of the value of their work and the vital role they play in supporting children’s growth and development.

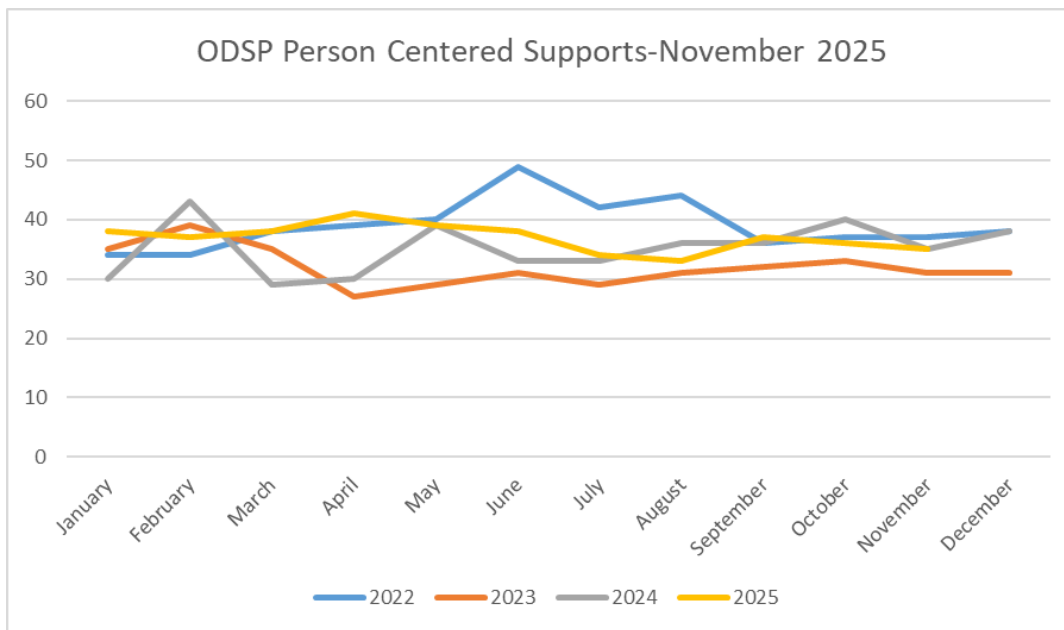




**Ontario Works Intake - Social Assistance Digital Application (SADA) & Local Office
Ontario Works Applications Received**



ODSP Participants in Ontario Works Employment Assistance



The OW Caseload continues to hold steady at **601** cases. We are providing **35** ODSP participants Person-Centred Supports. We also have **58** Temporary Care Assistance cases. **50** applications were received through the province's Ontario Works Intake Unit (OWIU).

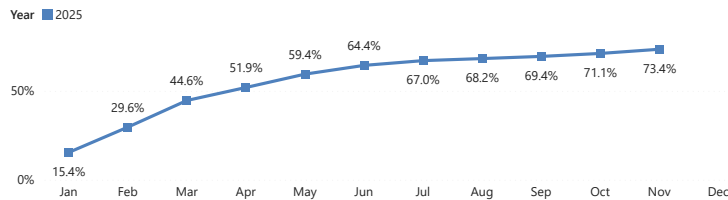
Ontario Works (OW) Performance Measures

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.

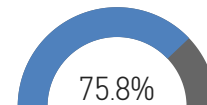
- Crisis & Safety-homelessness, personal safety
- Health-medical, mental health counselling, addiction treatment
- Life Skills-Literacy and Basic Skills such as budgeting, time management
- Community Supports-Housing, transportation and legal support

*NDA-Non-Disabled Adult

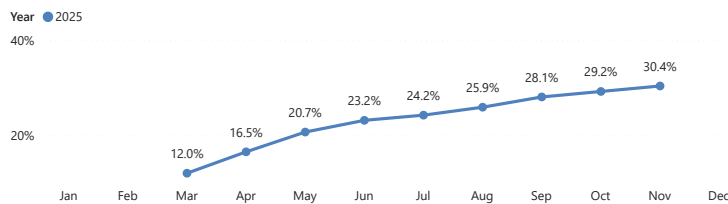
Percentage of OW + NDA Members with mandatory participation requirements that have created a Social Assistance Action Plan (Cumulative Year-to-Date)*



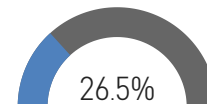
Provincial Value for Latest Month in Selected Range



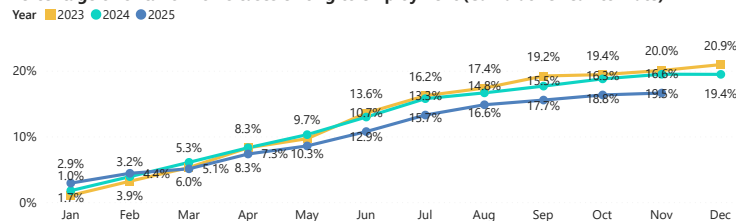
Percentage of OW + NDA Members with mandatory participation requirements that are referred to EO (Cumulative Year-to-Date)



Provincial Value for Latest Month in Selected Range



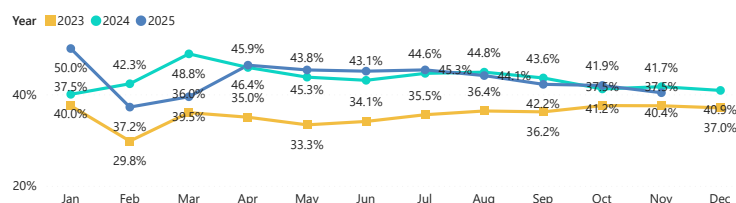
Percentage of Ontario Works cases exiting to employment (Cumulative Year-to-Date)



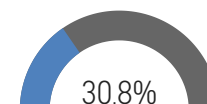
Provincial Value for Latest Month in Selected Range



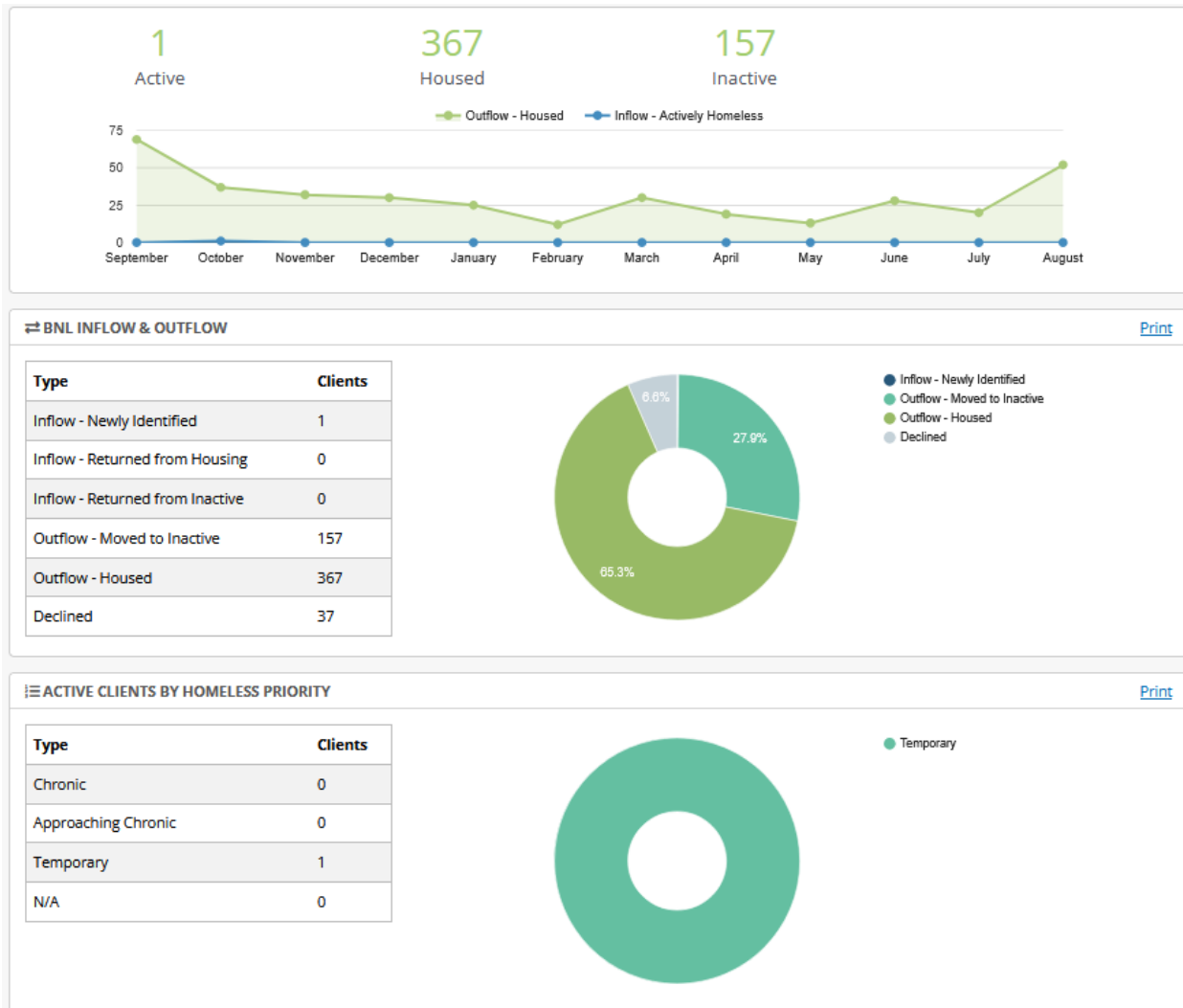
Percentage of Ontario Works cases who exit the program and return within one year (Cumulative Year-to-Date)



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.

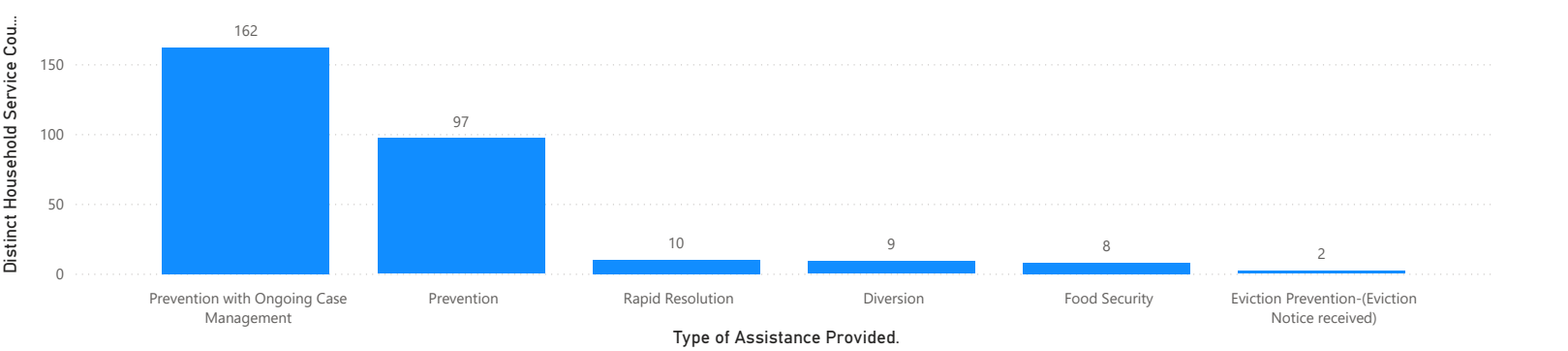


Month

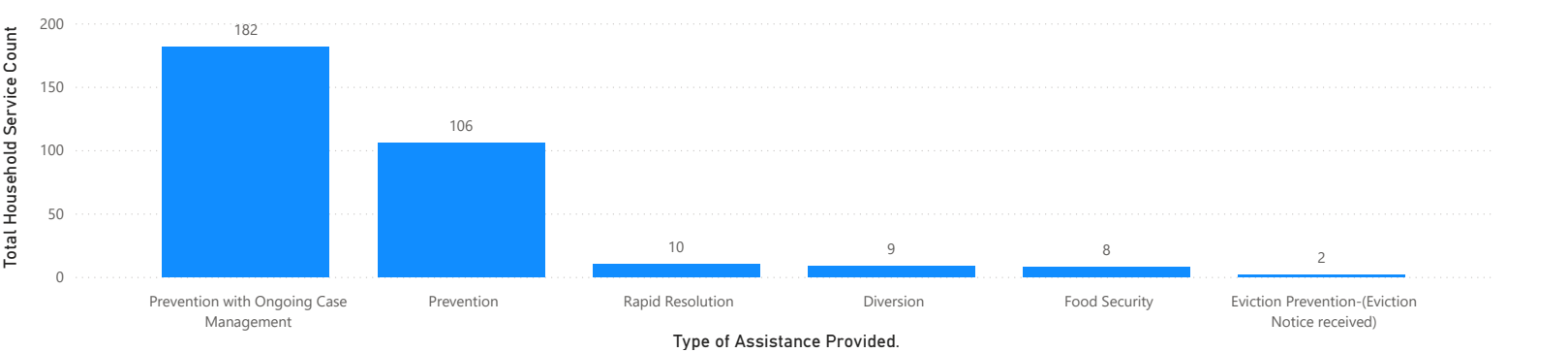
Multiple selections

▼

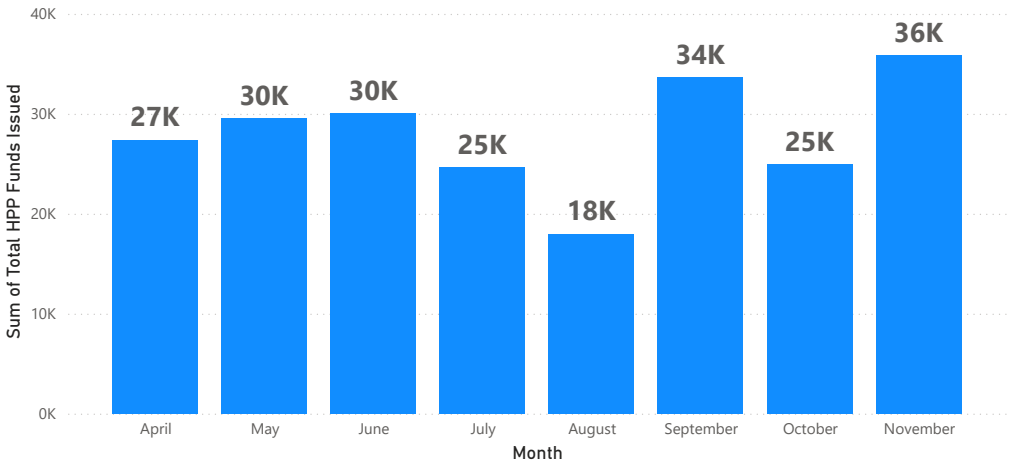
Distinct Household Service Count by Type of Assistance Provided.



Total Household Service Count by Type of Assistance Provided.



Total HPP Funds Issued by Month



Type of Assistance-HPP

All

Month

Multiple selections

\$224,154.57

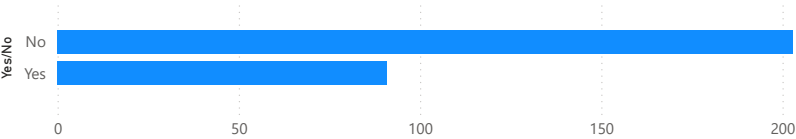
Sum of Total HPP Funds Issued

Provincial Priority Groups	Unique Households Served
Chronic Homelessness	17
Indigenous	10
Transitioning from Provincial Institution	1
Youth aged 16-25	15
Total	43

Income Source	Unique Households Served	Sum of Total HPP Funds Issued
OW	105	93,595.36
ODSP	93	84,583.95
Low Income Senior	30	27,271.40
Low Income	27	18,703.86
Total	248	224,154.57

Housing Status	Unique Households Served
At Risk of Homelessness	215
Experiencing Homelessness (and not currently on BNL)	19
On BNL	19
Total	248

Has the client been issued HPP in the past?



Type of Assistance Provided.	Low Income	Low Income Senior	ODSP	OW	Total
Prevention with Ongoing Case Management	8	11	47	98	162
Prevention	15	20	52	11	97
Rapid Resolution	1	2	2	5	10
Diversion	4		1	4	9
Food Security	1		1	6	8
Eviction Prevention-(Eviction Notice received)	1		1		2
Total	30	33	104	123	287

Month

Multiple selections

▼

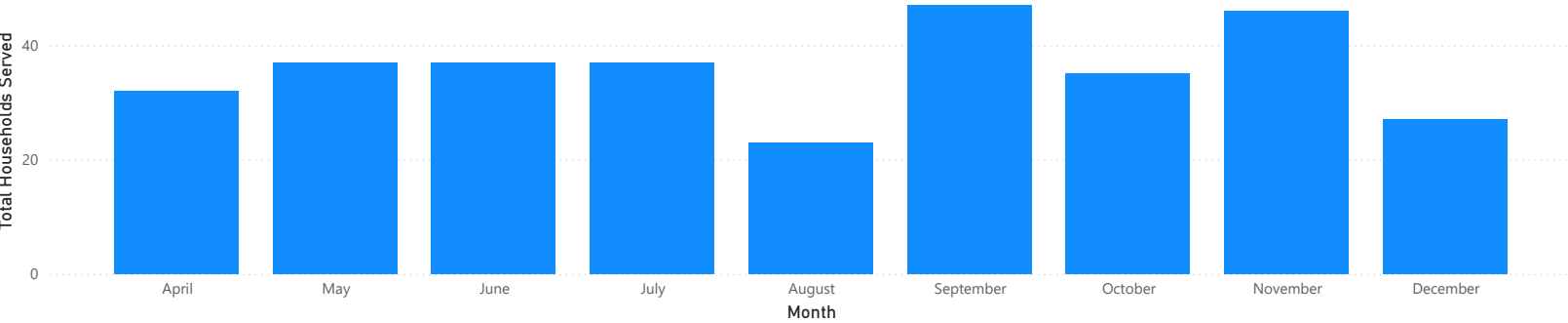
248

Unique Households Served

294

Total Households Served

Total Households Supported through HPP by Month-All



Income Support & Stability Update (Oct-Dec 2025)

Stay or Go Training

In October, our program partnered with our VAWCC to host Stay or Go Training, of which our staff attended along with community partners. It is a transformative, trauma-informed training crafted by the Aboriginal Shelters of Ontario (ASOO). Delivered in partnership with ASOO and facilitated by Timmins & Area Women in Crisis (TAWC), this immersive experience helped participants step into the 'moccasins' of those navigating complex barriers and lived realities. Through profound scenarios, the participants gained empathy, practical tools, and a deeper understanding of the systemic barriers survivors face. Rooted in Indigenous history and culture, Stay or Go is a journey of reconciliation, understanding, and mutual respect, providing insight into the challenges individuals face in seeking safety and stability.

CAEH National Conference

In October the Canadian Alliance to End Homelessness hosted their 12th annual National Conference in Montreal which was attend by Director and the Supervisors. This conference is a chance for communities, organizations, front-line workers, advocates, leaders, and people with lived and living experience to learn from one another, find inspiration, and walk away with actionable tools to strengthen their work to end homelessness. There were nearly 2500 attendees at this year's event. Over the three-day conference sessions, we received additional education on bridging the gap between crisis responses, and long-term solutions addressing homelessness. Practical and inspiring stories and ideas are in the process of being implemented into our programming.

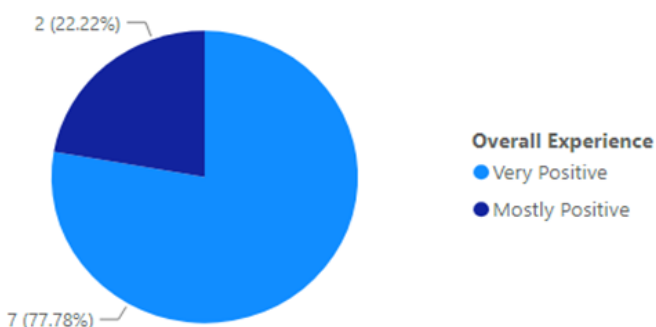


Pictured above: The team with Keynote Speaker Steven Page, formerly of the Barenaked Ladies

Transitional Housing Program

Our Transitional Housing program is continuing to get results. Participants in the program are being supported with intensive housing case management supports through referrals to community partners and case coordination and navigation. The participants who have graduated from the program remain housed, include many that have been housed for 6+ months.

Transitional Housing Program-Overall Experience

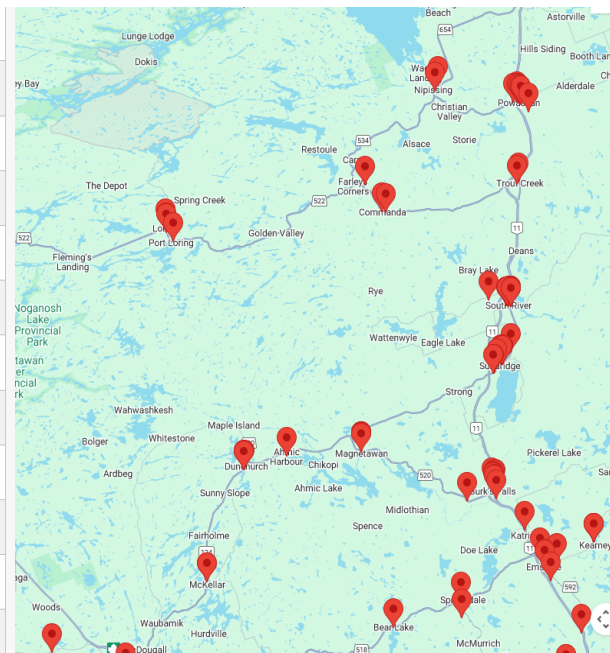


Income Support & Stability Update (Oct-Dec 2025)...continued

Case Management System Updates

The program made some changes to our internal Case Management System- FIIT designed by Clark Communications. The changes aligned with the recent program changes for data collection and By Name List triaging and reporting. These changes allow staff to move between tabs with minimal clicking and increased the accuracy of consistent collection. Fields were added to support staff with asking clients additional questions that supports strong case management. We have also entered into a data sharing agreement with 211 to include a data feed to match clients to appropriate life stabilization supports and track it in their client file.

Advocacy Centre for the Elderly	Outside Region	Community Supports	Active	16/10/2025
Advocacy Centre for the Elderly	Outside Region	Community Supports	Active	16/10/2025
Advocis - Simcoe-Muskoka Chapter	Outside Region	Life Skills	Active	16/10/2025
Affiliated Services for Children and Youth - Blind Low Vision Early Intervention Program	Outside Region	Community Supports	Active	16/10/2025
Affiliated Services for Children and Youth - Blind Low Vision Early Intervention Program	Outside Region	Community Supports	Active	16/10/2025
AgeCare Glen Oaks - Long Term Care Residence	Outside Region	Crisis and Safety	Active	16/10/2025
Agilec - Ontario Employment Services Burk's Falls - Integrated Employment Services	Burk's Falls	Community Supports, Life Skills	Active	16/10/2025
Agricorp	Outside Region	Life Skills	Active	16/10/2025
Agriculture Wellness Ontario - Brant, Haldimand & Norfolk - Mental Health Education, Counselling and Support	Outside Region	Crisis and Safety	Active	16/10/2025
Agriculture Wellness Ontario - Farmer Wellness Initiative Helpline	Outside Region	Crisis and Safety	Active	16/10/2025
Agriculture Wellness Ontario - Guardian Network (The) - Suicide Prevention Program	Outside Region	Crisis and Safety	Active	16/10/2025
Agriculture Wellness Ontario - In the Know	Outside Region	Crisis and Safety	Active	16/10/2025



Pathways to Employment Project

In December some of the Integrated System Navigators participated in a focus group with consultants selected by College Boreal for what is called Pathways to Employment Project. This project aims to explore new opportunities to design and test programs that can improve job readiness outcomes for Ontario Works clients facing persistent barriers or challenges. We are grateful that our staff can provide their expertise to these initiatives. The next part of the project is supporting the completion surveys by OW participants to help build the knowledge base for upcoming programming. With the ability doing these surveys digitally, the ISNs can support the completion of these surveys with clients while completing outreach and in person appointments.

OMSSA Policy Conference (Dec 3-4, 2025)

The Director of Income Support and Stability attended the Policy Conference held by OMSSA in Toronto December 3-4, 2025. This opportunity provided human service leaders and policy experts to work together with provincial leaders, stakeholder organizations and other subject matter experts with the goal of discussing policy priorities into 2026 and beyond. Sessions attended included Data Analysis, the Employment Services System Transformation and Shifting Narratives.

Housing Programs Update

Social Housing Centralized Waitlist Report November 2025

	East Parry Sound	West Parry Sound	Total
Seniors	57	140	197
Families	180	508	688
Individuals	572	177	749
Total	809	825	1634
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	1	1	1		
Dec	11		6	3	2	Dec					
Total	81	5	131	21	2	Total	94	10	22	17	4

Housing Programs Fourth Quarter Report (Oct—Dec 2025)

Housing Programs entered the final quarter of the year with positive developments: the Canada-Ontario Housing Benefit (COHB) allocation was received from the province. The COHB is a provincial initiative that provides portable monthly rental assistance to support low-income renters in accessing private market housing.

This quarter, Housing Programs assisted twelve households and anticipates supporting additional households in the coming year. Two eligible households with Special Priority Policy (SPP) status on the Rent Geared to Income waitlist were able to remain on the list while securing safe and affordable housing through COHB. The Housing Services Act's Special Priority Policy is intended to enable individuals fleeing domestic abuse or human trafficking to obtain affordable housing expeditiously. This year's changes to eligibility now allow those with SPP status to retain their position on the waitlist while receiving COHB funding.

In 2025, there was an increase in Special Priority applications, resulting in just over ten approved applications. Housing was offered to seven applicants, five of whom accepted; two declined as they had secured affordable housing in other districts.

Rent Geared to Income applications also increased this year, with total approved applications just under one hundred. Twenty-three additional applications were incomplete or ineligible. Sixty affordable housing applications were received, nearly half of which were incomplete or ineligible. The team actively collaborates with applicants to ensure all necessary documentation is submitted for eligibility determination.

Another year of funding from the Ministry of Municipal Affairs and Housing—through the Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI)—planning began for projects scheduled in 2026. In 2025, all four district non-profit housing providers received funding. Completed work included improvements to driveways, walkways, parking areas, as well as new windows, roofing, and shingle replacements.

In December Housing Programs hired VINK Consultants to assist with the completion of DSSAB's Housing and Homelessness Plan. The direction to have plan updated, and completed by Mat 29th, 2026, comes from the Hon. Robert Flack, Minister of Municipal Affairs and Housing. Through this process, VINK will be hosting public forums, interviews with key community partners, individuals with lived experience along with staff and DSSAB Board Members. Along with the update to the Housing and Homelessness Plan, VINK will also be completing a Housing Needs Assessment across the district. VINK will be actively initiating both projects January 2026.

Two events were planned to recognize National Housing Day in November, one in Parry Sound and another in South River. The Parry Sound event was well-attended by community partners, facilitating valuable information exchange among agencies. Unfortunately, inclement weather resulted in the cancellation of the South River event, but there is optimism about rescheduling and continued collaboration with community partners in the future.



HOUSING OPERATIONS AND SERVICE MANAGEMENT

Fourth Quarter Report with November 2025 Statistical Information

Activity for Tenant Services

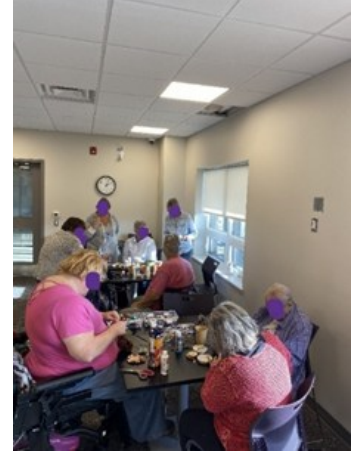
	Current	YTD
Move outs	2	20
Move in (centralized waitlist along with internal transfers)	2	32
L1/L2 hearings	0	13
N4 Delivered to tenant or filed with the LTB– Notice of eviction for non-payment of rent	1	7
N5 Filed with the LTB– notice of eviction disturbing the quiet enjoyment of the other occupants	2	18
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 & informal)	1	18
No Trespass Order	1	1
Mediation/Negotiation/Referrals	16	222
Tenant Home Visits/Wellness checks	43	434
Tenant Engagements/Education	7	28

Tenant Services Fourth Quarter Report (Oct—Dec 2025)

Four staff from the Tenant Services Program attended this years Ontario Non-Profit Housing Association (ONPHA) Conference, October 30th to November 1st, 2025: *Housing at the Heart*. Staff participated in a variety of sessions from *Modernizing Rent and Leases*, *Getting Housing Built*, *Adapting Community Housing to Extreme Heat*, *Unpacking Policy Shifts and Power Moves for a Thriving Sector*, to *Funding the Future*, *Built to Belong: Innovations in Supportive Housing*. Staff also had the opportunity to participate in a panel discussion with the Mayor of Parry Sound on the panel. The panel discussion was focussed on “*What can we do with \$38 billion? Leveraging strengths for systems change.*” Mayor McGarvey spoke on how rural communities work together to accomplish more.

During the holiday season, Tenant Services organized events in the apartment buildings to bring people together to foster community and connection among tenants. Also, the Tenant Services team distributed toys, winter boots, and goodie bags to families.

The West side family units were included in the EMS toy drive, therefore 13 families benefitted from toys and winter boots donated by the community and distributed by the local EMS team!



We utilized the Sheriff as directed by the Landlord Tenant Board - eviction enforcement office to carry out 1 eviction in a unit that had been abandoned by the previous tenants. This unit is now being prepared for occupancy for a new family from the Centralized Wait List. Additionally, an agreement-to-leave order has been executed in another unit, which is likewise undergoing readiness for new tenancy. In one other case, a stay order was granted regarding an eviction, requiring the Landlord and Tenant Board to halt enforcement actions: allowing tenants an additional opportunity for a hearing scheduled for early January. We anticipate that, following this process, we will be able to recover the unit for allocation to another waiting family.

Tenant Services views the eviction process as a last resort and remains focused on prevention practices such as working with tenants to resolve issues like arrears through a repayment agreement or connecting tenants with the appropriate support. A “stay” can be granted by the Landlord Tenant Board (LTB) if the LTB feels there are extenuating circumstances that should be heard during an additional hearing. It remains a balancing act between eviction and prevention. As acting landlord in Tenant Services, there must be serious consideration made to the reasonable enjoyment of the other tenants, their safety along with the protection of the asset. In 2025 there were only 2 LTB ordered evictions, as many concerns were mediated by the Tenant Services staff.

Property Maintenance Fourth Quarter Report (Oct—Dec 2025)

With winter approaching, the maintenance team has been working closely with our snow removal contractors to ensure services are meeting expectations across all properties. This includes proactively addressing tenant concerns and conducting daily monitoring of site conditions.

CRWs and FMTs have also been collaborating with our HVAC contractors as we enter the heating season. This work has included preventative maintenance on all systems, as well as entering gas-heated units to assess system performance and overall equipment condition.

Routine inspections have continued as scheduled. In addition, we have begun working more closely with Fire Prevention Officers in each township. This collaboration includes comprehensive inspections of all units and buildings, as well as the completion of required fire drills with full tenant participation. These efforts ensure ongoing compliance with fire codes and reinforce the maintenance teams' preparedness and response procedures in the event of an emergency.

November 2025

Pest Control		Monthly pest control inspections were completed at 7 buildings. 42 units were inspected. Of the 42 units, 2 units required treatment.
Vacant Units	5	4 one-bedroom, 1- multiple bedrooms (asbestos abatement, and significant repair contributes to longer vacancy times)
Vacant Units - The Meadow View	1	1 market unit
After Hours Calls	18	monitoring station offline, Bell requiring access, heater repairs required, hot water tank replacement required, toilet not flushing, water leak, partial power outage in unit, toilet seat broken
Work Orders	82	Work orders are created for our staff to complete routine maintenance repairs for all DSSAB/LHC Buildings
Purchase Orders	175	Purchase Orders are for services, and materials required outside of the Housing Operations Department scope of work for the LHC properties
Fire Inspections	8	Annual fire inspection completed and continue
Annual Inspections	0	Annual inspections continue across the district
Inspections (other)	71	Housing keeping, Fire Prevention Officer follow up, and preconstruction/postconstruction
Incident Reports	0	

Capital Projects Fourth Quarter Report (Oct—Dec 2025)

This quarterly report provides an overview of capital project activities undertaken between October and December 2025. The period focused on year-end project closeout, completion of deferred works from earlier in the construction season, and site stabilization ahead of winter conditions. The following sections summarize key areas of activity, accomplishments, and transition items moving into 2026.

Hazardous Material Remediation and Water Damage Repairs

Throughout the fourth quarter, hazardous material abatement and associated reinstatement work continued across multiple units. Several projects initiated earlier in the year progressed through clearance, reconstruction, and tenant re-occupancy during this period. Additional attic and interior remediation projects advanced where contractor availability and environmental clearance permitted. All completed work followed required inspection and clearance protocols. Remaining remediation projects were stabilized and scheduled for continuation in early 2026.

Plumbing, HVAC, and Duct Maintenance

Plumbing and mechanical-related capital works progressed through late fall. Backflow prevention installations and water system upgrades were completed where scheduling allowed, with remaining items deferred due to seasonal or coordination constraints. Emergency boiler replacements were completed to address critical system failures and maintain uninterrupted heating and building operations. Duct insulation upgrades at a community facility were completed, improving system efficiency and performance, and several end-of-life HVAC units were replaced to enhance reliability and support long-term asset sustainability. HVAC-related investigations and corrective works were also advanced to support ongoing building performance and prepare for future capital planning. Mechanical systems were monitored closely through the onset of winter conditions.

Doors, Siding, Painting, and Cosmetic Upgrades

Exterior and interior building envelope improvements advanced during the quarter. Door installations, siding replacements, and select painting projects reached completion prior to winter shutdown. Remaining cosmetic upgrades were secured or deferred appropriately to ensure building protection through winter months. These improvements continue to enhance durability, appearance, and long-term asset performance.

Generator and Electrical Work

Electrical upgrades progressed steadily through the quarter. Generator-related projects advanced, including final coordination, inspections, and preparatory work for outstanding components. A generator was installed at a daycare facility. Electrical panel upgrades and related life-safety improvements completed earlier in the year remained fully operational. Planning and procurement activities continued for larger electrical projects transitioning into 2026.

Capital Projects Fourth Quarter Report (Oct—Dec 2025)...continued

Roofing and Eavestrough Projects

Roofing and eavestrough projects initiated earlier in the construction season were substantially completed by late fall. Final inspections and closeout activities occurred where conditions permitted. Projects impacted by weather or scheduling limitations were appropriately winterized and deferred to the next construction season. Budget considerations for future roofing phases continue to be monitored.

Structural Repairs, Infrastructure and Foundation Assessments

Structural and foundation-related projects advanced through phased repairs and ongoing monitoring. Smaller repairs reached completion during the quarter, while larger or more complex structural works continued under active management. Environmental and engineering assessments supported informed decision-making for both current construction and future capital prioritization.

Security Enhancements

Security upgrades implemented earlier in the year remained in place and operational throughout the quarter. Access control systems, rekeying initiatives, and door improvements continue to support tenant safety and building security. No new security risks were identified during this reporting period.

Consulting and Engineering Contracts

Consultant-led projects remained active through year-end. Engineering reviews, environmental reporting, and construction oversight continued in support of both active projects and upcoming capital planning. Consultant findings are informing scope development, cost forecasting, and sequencing for the 2026 capital program.

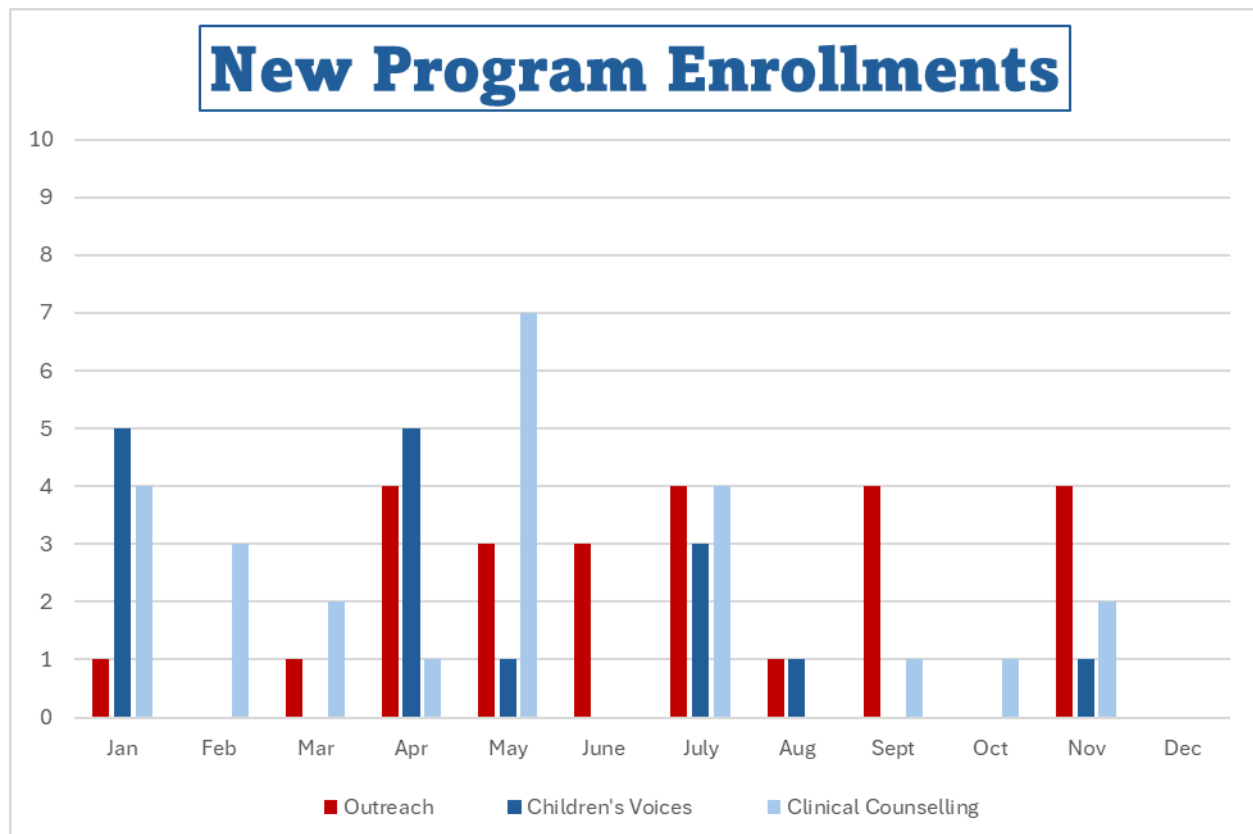
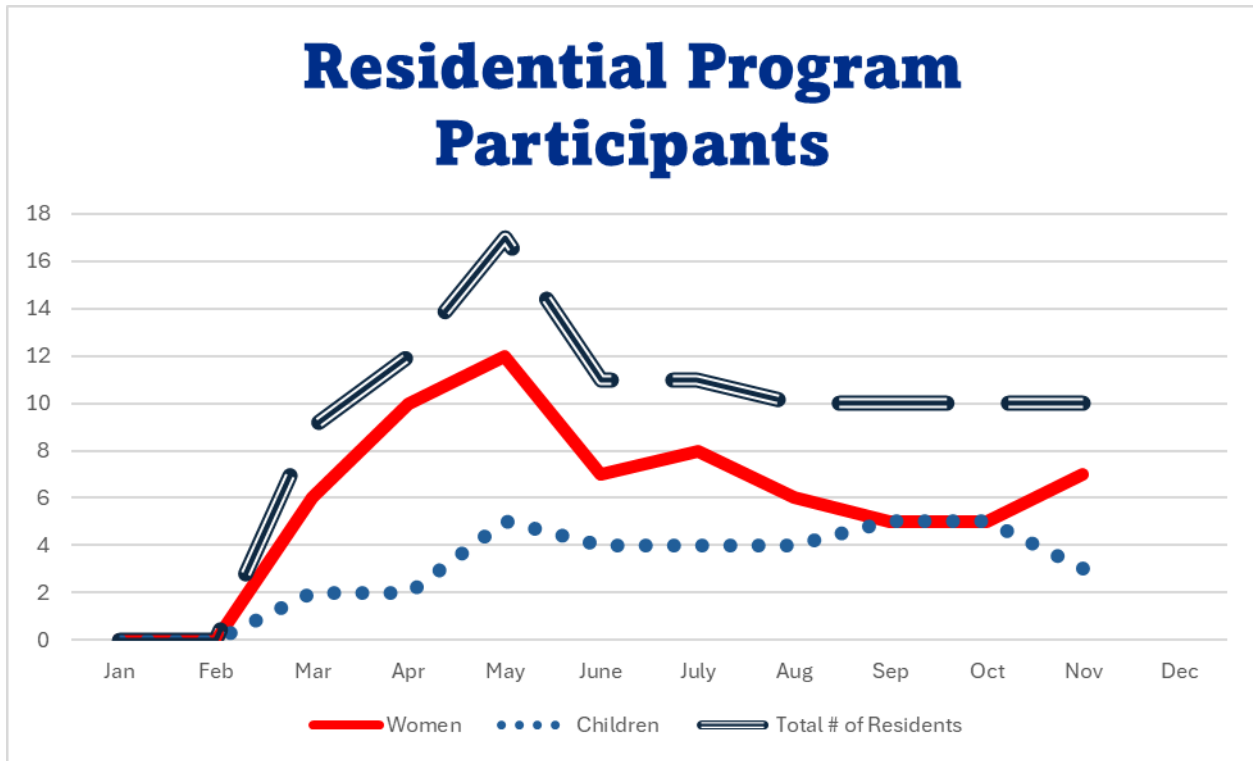
Completion Highlights (October to December 2025)

During the fourth quarter, several projects reached completion or substantial completion, including unit remediations, exterior envelope improvements, electrical upgrades, and supporting infrastructure works. These efforts contributed to improved safety, functionality, and asset condition across the portfolio. Projects not finalized by year-end were stabilized and formally transitioned into the 2026 work plan.

Overall, the fourth quarter of 2025 marked a successful close to the construction season, with strong progress achieved across remediation, infrastructure, and building envelope initiatives. Year-end efforts focused on completing priority projects, managing seasonal risks, and preparing remaining works for continuation in 2026. The upcoming quarter will emphasize restarting deferred construction, advancing approved capital projects, and aligning delivery with the 2026 capital budget and planning cycle.

Esprit Place Family Resource Centre

Update—Nov 2025



Social Media Stats

Facebook –District of Parry Sound Social Services Administration	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025
Total Page Followers	749	770	780	786	791	797
Post Reach this Period (# of people who saw post)	11,941	5,904	33,114	18,590	23,572	5332
Post Engagement this Period (# of reactions, comments, shares)	75	37	211	138	178	132

Facebook -Esprit Place Family Resource Centre	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025
Total Page Followers	225	229	229	229	248	249
Post Reach this Period (# of people who saw post)	815	1,314	424	313	17,684	2136
Post Engagement this Period (# of reactions, comments, shares)	0	27	2	3	189	34

DSSAB LinkedIN Stats https://bit.ly/2YyFHlE	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025
Total Followers	551	558	561	561	579	585
Search Appearances (in last 7 days)	205	132	122	113	170	147
Total Page Views	35	22	26	27	77	23
Post Impressions	660	715	235	1092	2,953	1124
Total Unique Visitors	20	12	14	15	29	16

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