



# **ANNUAL HOUSING & HOMELESSNESS REPORT**

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**2025 - 26**

**District of Parry Sound Social Services  
Administration Board**

Housing Services



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# A Message from the Chair of the Board

As Chair of the Board, I am pleased to share this report on behalf of the District of Parry Sound Social Services Administration Board. It reflects both the significant work undertaken across our district over the past year and the continuing challenges facing individuals and families in need of safe, stable, and affordable housing.

This year's report highlights meaningful progress across our housing and homelessness system. Through prevention-focused supports, our teams assisted hundreds of households at risk of homelessness, helping many remain housed during a time of ongoing economic pressure and limited housing supply. Our Housing First and By-Name List work also continued to support strong housing outcomes, while transitional housing initiatives, rent supports, repairs, and wraparound services helped people move toward greater stability and independence.

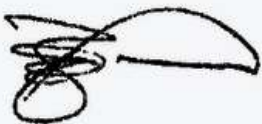
We also saw the strength of collaboration in action. Partnerships with community agencies, health service providers, housing organizations, landlords, and local service partners have been critical in helping us respond to increasingly complex needs across the district. These relationships are not supplementary to the work - they are central to it. The progress reflected in this report is a direct result of the commitment, professionalism, and compassion of staff, service providers, tenants, community partners, and all those working to improve housing outcomes in our communities.

At the same time, this report makes clear that much work remains. The pressures of low vacancy rates, rising costs, aging housing stock, and increasing demand for affordable housing continue to affect our district. These realities require persistence, creativity, and a shared commitment to practical solutions. We must continue working together across all levels of government, while also strengthening public, private, and non-profit partnerships that can help expand capacity and create new opportunities for housing stability.

As a Board, we remain committed to supporting approaches that are responsive, collaborative, and grounded in the needs of our communities.

I want to thank everyone who contributes to this work across the District of Parry Sound. Together, we can continue building a stronger housing system. One that is more resilient, more inclusive, and better equipped to meet the needs of today while planning responsibly for the future.

Sincerely,

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

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

# Esprit Place Family Resource Centre

After completing our major renovation project and re-opening the shelter in March 2025 Esprit Place Family Resource Centre has again been offering support to women and children fleeing violence or at risk of violence along with our 24-hour crisis line. Upon our re-opening, we included a Clinical Counsellor to our staff. Our Clinical Counsellor provides support and services for the women of the shelter by providing individual, ongoing trauma counselling to each woman who enters the shelter and works closely with our Integrated System Navigators, providing wrap around supports and allowing each resident to move forward on their journey with the tools in place to succeed.

Our Outreach Worker continues to provide ongoing support and guidance to women and children in the community who are fleeing abuse, or are in crisis. She also provides ongoing family court support and court accompaniment if needed to the women within the shelter. Supports are also provided to the women as they leave the shelter to ensure success within the community. Our Residential Program Workers ensure that the shelter is ran safely and effectively 24 hours a day, 7 days a week. They provide pre-crisis and post-crisis support as well as guidance to the women and children of the shelter. They also answer our 24-hour crisis line, ensuring women in our district receive emergency crisis intervention 365 days a year. All members of our team show compassion, commitment, and dedication to assisting our residents on their journey forward to success.

Unfortunately, upon our re-opening, we had to close one of our Violence Against Women (VAW) Transitional Housing units as the unit was needed to serve clients on the centralized waitlist within our community. Our second unit stayed a VAW Transitional housing unit but was transferred over to the Income and Support Stability Team to maintain and manage as part of their portfolio. Residents of the shelter are given first consideration for the unit based on suitability, individual circumstances, and program fit. Both departments work closely together to determine the resident.

Due to the ongoing housing crisis within our community, women are now needing a longer stay at the shelter to be able to secure their own housing. We work closely with the Income Support and Stability Team, our community partners and landlords to ensure we try every avenue available for housing. Since our re-opening 13 residents have been able to secure their own housing and move forward out of the shelter and into their own home.

As we continue in 2026, we struggle to face an ongoing housing crisis and continued inflation that makes it harder for our residents to secure a home of their own. Our need to maintain, develop and explore all options available to them within in our own agency, and with our community partners is instrumental in their pathway towards a successful future forward.

<b>86</b> Intakes	<b>52</b> Admissions	<b>34</b> Children	<b>48</b> Outreach Clients Supported	<b>291</b> Crisis Phone Calls	<b>1491</b> Hours of Direct Service	<b>454.85</b> Counselling Hours
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# Housing Programs

Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI) funding continues to make a meaningful difference in supporting critical repairs across the district. In 2025, housing providers completed new improvement projects at their housing units, including window replacements, parking lot and walkway upgrades, shingles and roof replacements. This funding remains essential in allowing housing providers to complete necessary projects that support the safety and well-being of tenants year after year. Funding was approved for 2026 and new projects are underway.



Walkway upgrade (COCHI)



Shingle upgrade (COCHI)

Another component of the COCHI and OPHI allocation for 2025-2026 was to provide rent supplements in our district. A rent supplement is a subsidy provided directly to the landlord that bridges the gap between a tenant's calculated rent contribution and the market rent for the unit. Households receiving a rent supplement must be on the Rent-Geared-to-Income waitlist in our district and must accept any offer of housing. This approach supports movement along the local housing continuum.

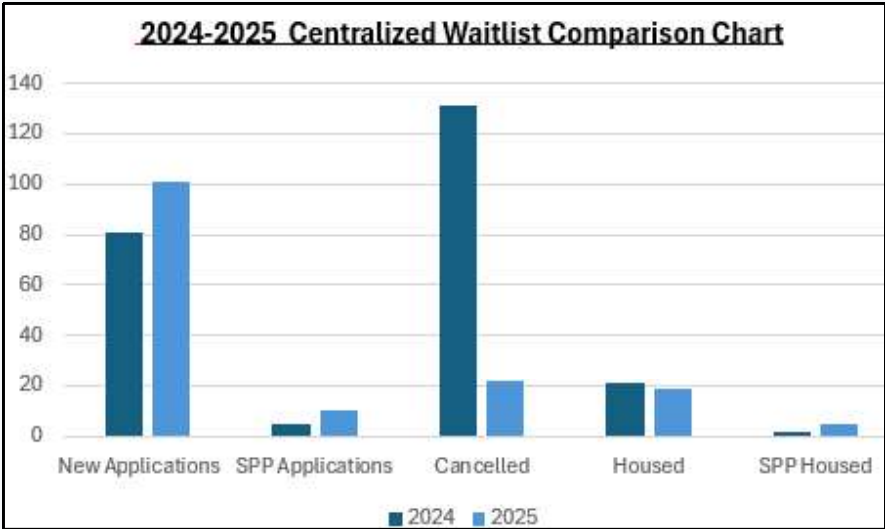
Each area in Ontario is now mandated to meet rent supplement targets, and that number varies by service area. We were able to meet our target of six and make connections with new landlords, while continuing to support the other twelve existing rent supplement agreements.

The Housing Programs team provides ongoing, hands-on support to rent supplement tenants, landlords, and community partners throughout the life of each agreement. Significant time is spent meeting with tenants and landlords to ensure a clear understanding of program requirements, roles, and responsibilities. The team also connects tenants to appropriate supports, making referrals to community partners such as CMHA for support needs including mental health, hoarding, counselling, and coordinating with internal departments for assistance with moving costs or medical-related coverage. In addition, staff work closely with landlords to facilitate access to services such as fire inspections and Landlord and Tenant Board resources, when needed. Through this collaborative approach, strong relationships have been established with community partners and private market landlords, strengthening our ability to support tenants and promote housing stability.

With the goal of providing homeowners assistance for home repairs, Housing Programs allocated a portion of its COCHI funding and opened applications for the Ontario Renovates Home Repair Program to eligible households throughout the district allowing homeowners to complete much-needed repairs that maintain the safety and structure of their homes. Four households were approved for funding to assist with roof, window, and door replacements.

**APPLICATIONS & CENTRALIZED RENT-GEARED-TO-INCOME WAITLIST**

Housing Programs ‘soft’ launched an online applicant portal for the Rent-Geared-to-Income through a mail out to all current waitlist applicants. The portal allows those on the waitlist to manage any changes to their contact information and property selection on their own. Our team will work with applicants over the coming months to ensure their applications are up to date, and they have been able to log in to their online account, should they choose to. Once current applicants are set up, there will be a public launch for the applicant portal, so that clients can apply online for Rent-Geared-to-income housing.



In 2025, Housing Programs experienced an increase in Special Priority applicants, with applications nearly doubling compared to the previous year. This increase created additional pressures due to the ongoing shortage of affordable housing within the district and limited funding available for rental supports. Despite Special Priority status, wait times for housing, particularly family units remain lengthy, increasing the risk of housing instability for vulnerable individuals and families.

Housing Programs continues to work collaboratively with the Ministry, internal departments, and community partners to strengthen supports and improve housing outcomes. Individuals and families with special priority status can remain on the centralized waitlist while receiving Canada-Ontario Housing Benefit, allowing the opportunity to provide COHB funding to Special Priority applicants, this has assisted in applicant securing housing quicker in the private market. In addition, COHB funding was also provided to additional individuals and families to maintain their current housing and prevent homelessness.

# Income Support and Stability

In 2025, Income Support and Stability worked with OrgCode Consulting to support the rebranding and development of the Housing Loss Prevention and Encampment Response Strategy. OrgCode engaged with staff, stakeholders, and members of the community who identified as precariously housed to better understand local needs and experiences.

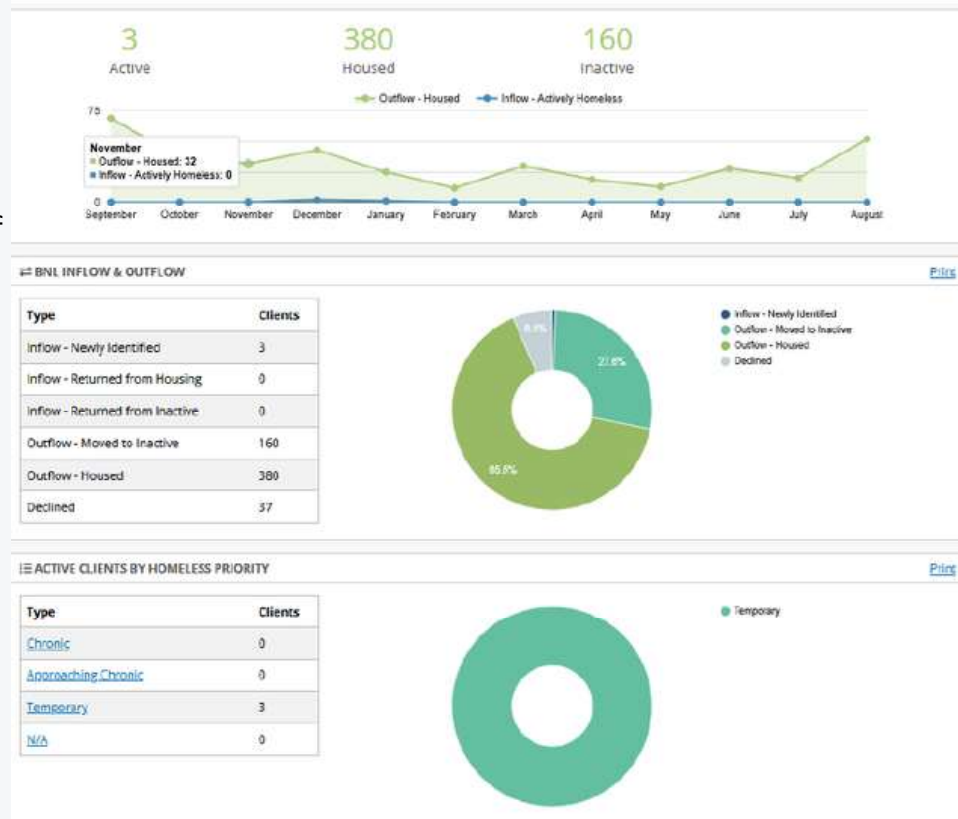
The strategy developed by OrgCode provided a comprehensive framework for preventing housing loss, reducing inflow into homelessness, and responding to unsheltered homelessness through a lens of dignity, empathy, and human rights. Through promoting early intervention, cross-sector partnerships, and evidence-informed action, OrgCode envisions the District of Parry Sound as a community where homelessness is rare, brief, and non-recurring.

The encampment response model adopted within our district follows a progressive engagement approach, beginning with the least intensive services and scaling supports based on participant needs. Diversion activities occur after an individual, couple, or family has lost housing but before shelter entry or their first night sleeping unsheltered. When diversion efforts are unsuccessful, Rapid Resolution interventions occur within the first few weeks of a shelter stay or time spent unsheltered, focusing on quickly reconnecting participants to stable housing options.

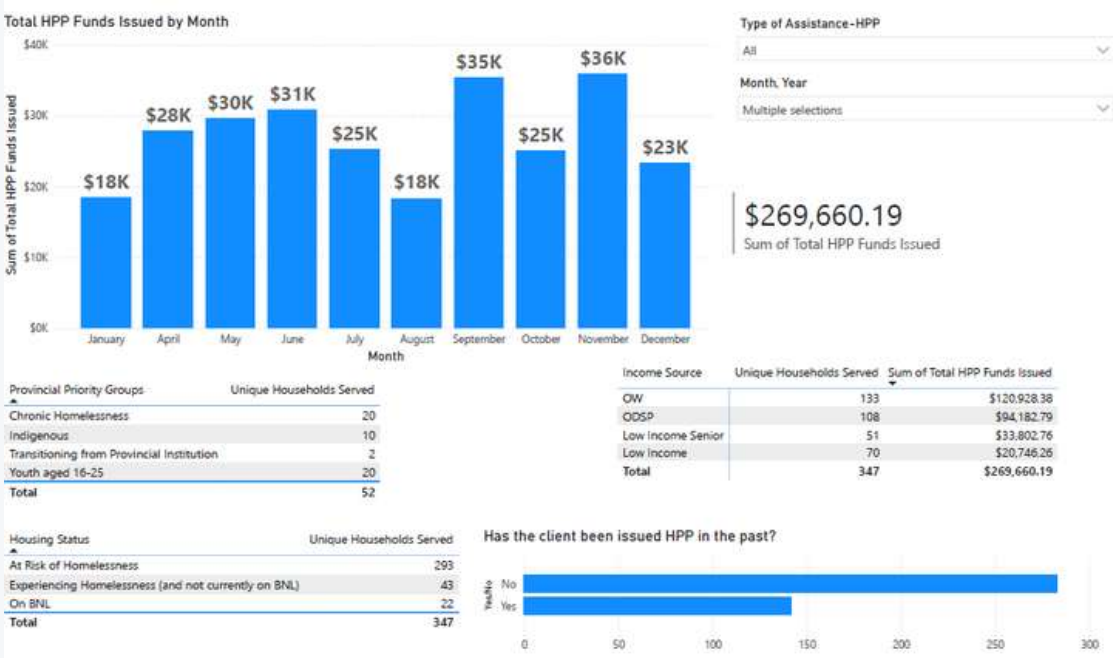
Staff participated in training sessions delivered by OrgCode and have since expanded knowledge sharing by providing in-service training to partner agencies, educating them on the methods and principles of the strategy. Support from community partners has been welcomed and continues to strengthen our collective efforts toward ending homelessness. In 2025, enhancements were made to our data collection and reporting processes through updates to the Clark Communications program internally known as FIIT (Flexible, Innovative, Integrated Tool). These updates enabled the integration of additional real-time data points, strengthening the program's ability to support informed decision-making. FIIT provides live tracking capabilities related to encampments, By-Name List data, and client case notes.

## By-Name List

The By-Name List (BNL) continues to evolve as an important component of the program. Through collaboration with OrgCode, significant changes were implemented in how homelessness is identified and addressed across the district. As a result of this work, the program restructured its approach to capturing and tracking individuals on the By-Name List in 2025 to better align with updated definitions and best practices.



Prevention of homelessness continues to be an area where the team excels. By focusing on early intervention and proactive supports, staff work to identify individuals and families at risk of housing loss and connect them with services before homelessness occurs. In 2025, the program supported 347 unique households served who were at risk of homelessness, successfully preventing housing loss and intervening before homelessness occurred.



**TRANSITIONAL UNITS**

In 2025, the Transitional Unit Project was a success. Staff achieved strong outcomes by supporting participants in transitioning to sustainable housing while assisting with access to funding opportunities through the Canada-Ontario Housing Benefit (COHB) and rent supplements. The partnership with the Parry Sound Housing Corporation was instrumental to the project’s success. Strong communication between programs enabled a supportive, wraparound approach for participants. The Integrated System Navigator identifies and recommends participants from their caseload who demonstrate readiness and willingness to progress along the housing continuum. The program provides a supportive and affordable environment that encourages long-term housing stability and participant success.

**PARTNERSHIPS**

Income Support and Stability continued to strengthen relationships and maintain Memorandums of Understanding (MOUs) with local partners, including Parry Sound District Emergency Medical Services – Community Paramedicine, West Parry Sound Health Centre, Elizabeth Fry Society, North Bay Crisis Centre, and the Parry Sound Housing Corporation. Collaboration with local partners across the district has fostered a supportive, client-centered approach to service delivery. In 2026, the program’s goal is to continue building and strengthening these partnerships to further enhance supports available within the community. The goal of the partnership with the West Parry Sound Health Centre was to identify individuals accessing DSSAB programs and supports, including Community Housing, Ontario Works, Housing Stability, and Esprit services. The partnership aimed to improve quality of life, health outcomes, and access to health care supports, including mental health and addictions services. Through the partnership, one Mental Health and Addictions Worker was contracted to support DSSAB clients. This worker maintained a consistent active caseload of approximately 25–30 clients per month. The partnership proved to be highly successful and, as a result, will continue into 2026.



Staff within Income Support and Stability continue to participate in training opportunities that support and enhance the work being completed throughout the district. In 2025, there was a strong focus on domestic violence training, with staff attending conferences and educational opportunities to expand their knowledge and strengthen their ability to provide outreach and connection supports for women transitioning into housing. The staff continued with outreach in the community. Attending workshops hosted by other community partners and hosting their own community clinics where they helped people in our community obtain ID, complete taxes, OESP applications and supported with anything else that could be a barrier to maintaining sustainable housing.

One of the most impactful learning experiences for staff in 2025 was the opportunity to learn from one another through increased collaboration and knowledge sharing across the district. Staff from the East and West sides of the district meet bi-weekly, with discussions focused on individuals identified on the By-Name List (BNL). While the meetings are centered on client needs and housing outcomes, the collaboration and exchange of knowledge have become essential components of the program's success.

A key strength of this approach is that each individual working with Income Support and Stability is connected with an Integrated System Navigator (ISN) who is supported by the broader division and team structure. This collaborative model ensures continuity of care and creates a supportive communication process. If there is a change in ISN assignment, the broader team is already familiar with the participant's situation, reducing service disruption and ensuring ongoing support. The bi-weekly discussions are organic, collaborative, and encouraging, creating opportunities for staff to share perspectives, strengthen relationships, and collectively support positive outcomes for participants.



# Maintenance and Capital Projects

## MAINTENANCE

In 2025, the Maintenance Department continued to expand its knowledge and utilization of the Yardi software program (MIQ). This software has enhanced the department's ability to track, document, and record maintenance activities performed within housing units, while also capturing observations made during unit entry and inspections.

Unit inspections remain a major responsibility of the Maintenance Department and are critical to maintaining the condition, safety, and overall quality of both units and buildings throughout the housing portfolio. Through the use of Yardi, MIQ module staff are better able to maintain detailed records of inspections, observations, and maintenance activities, while linking this information directly to individual units, buildings, and tenants. This process has now been implemented across all units and buildings within the housing portfolio.

In addition to regular unit inspections, the software is also utilized to document and manage fire prevention inspections and other legislated or required inspections. The improved recordkeeping and tracking capabilities support compliance requirements and allow for more efficient monitoring of maintenance needs across the district.

While inspections are a major component of maintaining housing assets, the Maintenance Department also utilizes Yardi to manage and track work orders completed by staff. Work orders are generated through several channels, including staff receiving maintenance calls, tenant requests submitted through the tenant portal, and issues identified through day-to-day operations and inspections.

Throughout 2025, more than 1,000 work orders were generated and completed by Maintenance staff across the district. The continued use of Yardi has improved the department's ability to organize, prioritize, monitor, and document maintenance activities, contributing to more efficient service delivery and improved maintenance oversight throughout the housing portfolio ensuring compliance and a commitment to our tenants.



Parry Sound unit upgrade

## CAPITAL PROJECTS

Capital continued to support the long-term sustainability of the District's housing and childcare assets through building renewal, asset preservation, and long-term capital planning. Guided by Building Condition Assessments, observed building conditions, operational priorities, and available funding, Capital focused on projects that help maintain safe, functional, and sustainable housing stock across the district.



Highlands childcare walkway upgrade

Several capital projects progressed throughout 2025, including exterior building-envelope work, roof and eavestrough repairs, siding and window replacement planning, hazardous material remediation, structural repairs, paving and drainage improvements, electrical upgrades, generator work, and childcare-related building improvements. These projects support the preservation of existing affordable housing and community infrastructure while reducing the risk of larger future capital failures.

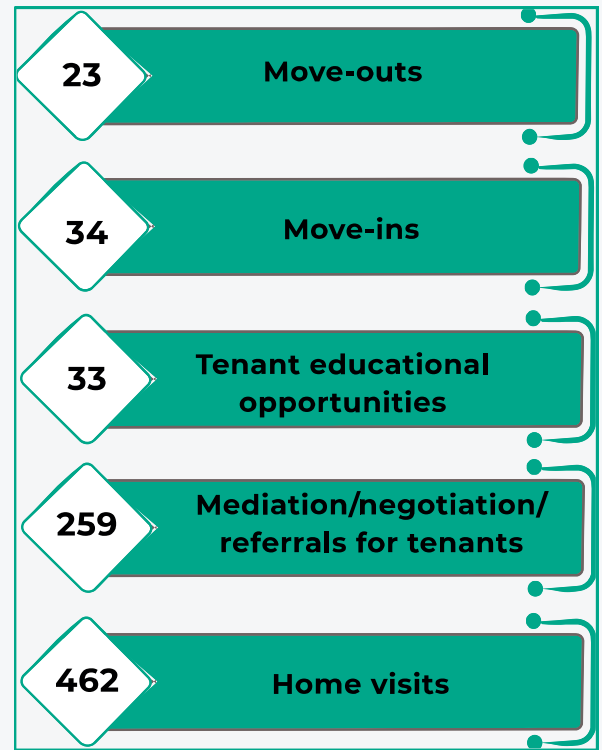
Capital also continued to support unit restoration and building renewal work to help protect existing housing supply. This included planning and coordination for projects related to vacant unit restoration, hazardous material remediation, exterior repairs, mechanical and electrical improvements, and site-related upgrades. Maintaining the existing housing portfolio remains an important part of supporting housing stability and ensuring affordable units remain available for tenants and applicants from the Centralized Wait List.

A key challenge in 2025 was balancing urgent building needs with available capital funding. The age of the housing portfolio, rising construction costs, procurement timelines, contractor availability, hazardous material requirements, and work in occupied buildings all continued to affect project delivery. These pressures reinforced the importance of prioritizing projects based on safety, asset condition, risk, and long-term value.

Capital's work supports the Housing and Homelessness Plan by preserving existing affordable housing, supporting future housing development planning, and maintaining critical housing and childcare infrastructure. Through continued collaboration with Housing, Maintenance, Finance, consultants, contractors, and community partners, Capital will continue to focus on projects that improve safety, reduce deferred maintenance, and support long-term housing stability across the district.

# Tenant Services

In the previous plan for 2024-25, Tenant Services provided information about a role collaboration with a CRW becoming a permanent member of the TS team in order to facilitate a greater presence in assisting family units (leasing, rent monitoring, support referrals, etc.) and we want to update that this has been a very successful addition to the Tenant Services teams ability to support these families. Since the last report, there have been several temporary move-outs to accommodate some much-needed renovations to take place in family units, and this has had successful results both in tenant satisfaction with their living environment but also in the longevity and health of DSSAB owned and operated properties throughout the district.



2025 holiday craft educational

Tenant educational opportunities have also continued to be successful, and an enhanced partnership developed recently with Housing Programs staff accompanying Tenant Services to share with tenants some valuable information about how to complete Annual Review packages successfully.

Chair yoga continues to be offered to seniors in our Parry Sound senior's building, and we are gaining momentum with those classes.

We also collaborated with Housing Programs to host a National Housing Day event in November, where community members could come and learn about some services offered close-by, chat and network, and enjoy some refreshments together - a clear demonstration of successfully working toward **Objective 6: To focus on development and maintenance of relationships with community partners and services across the district.**

District of Parry Sound  
Social Services  
Administration Board

"Building Community, Sharing Resources,  
Strengthening Connections."

**NATIONAL HOUSING DAY**

**Come Join us!**

**November 26, 2025** or **November 27, 2025**  
Social Services The Killbear Room 1 Beechwood Dr. Parry Sound, ON  
or South River/Machar Community Centre 1A Lincoln Avenue South River, ON  
**1-3pm**

- Meet community partners and learn about local programs
- Find helpful resources and supports
- Share, connect, and enjoy good company
- Free food and refreshments

Logos include: Early ON, Paramedic, Community Support Services, South River, Canadian Medical Health Association, Addictions and Mental Health Services, Lake County Community Legal Clinic, Shine On, Almaguin Adult Learning Centre, and Esprit Place.

# Appendix A: Annual Reporting Template

## Reporting on the progress of the Plan

Objectives	Outcomes	Measures	Targets	Annual Progress
<p>To focus on creating additional transitional units within the District to assist chronically homeless people.</p>	<p>Increase transitional housing including supports.</p>	<p>Number of transitional units created per year.</p>	<p>Increase by one unit per year.</p>	<p>No additional transitional units were added in 2025, Income Support and Stability staff achieved successful outcomes with existing units, supporting clients transitioning to sustainable housing.</p>
<p>To work with Non-Profit and private sector developers to increase market and affordable homes within the District.</p>	<p>To improve access to housing for people across all levels of the housing spectrum.</p>	<p>Number of market and affordable homes created per year.</p>	<p>Create 10 affordable units per year.</p>	<p>There has been no funding to create new units in the district, we continue to focus on improving and maintaining existing units, while strengthening our relationships with housing providers.</p> <p>COHB and Rent Supplement funding remains crucial in supporting tenants stay housed in the private market. Relationships with landlords are important in supporting individuals and families in our district.</p>
<p>To utilize COCHI funding to support the sustainability of our Indigenous Non-Profit housing provider.</p>	<p>Working toward a Memorandum of Agreement to increase partnerships, coordinated access to services with culturally based services with Indigenous Partners.</p>	<p>Number of Indigenous rent-geared-to-income units supported by COCHI.</p>	<p>Repair 5 units through COCHI.</p>	<p>COCHI funding was issued for four GBNNPHI properties to complete necessary upgrades to their buildings including, flooring, siding, driveway and roof upgrades.</p>

Objectives	Outcomes	Measures	Targets	Annual Progress
<p>To provide Home Ownership and Ontario Renovates programs to assist homeowners in remaining in their homes &amp; supporting those looking to enter the homeowner market.</p>	<p>To assist with the excessive cost of purchasing a home &amp; the costs associated with aging housing stock.</p>	<p>Number of households supported through Home Ownership &amp; Ontario Renovates programs.</p>	<p>Complete 2 Home Ownership agreements &amp; 8 Ontario Renovates projects over 5 years.</p>	<p>Housing Programs allocated a portion of COCHI funding to open applications for Ontario Renovates Home Repair projects, four applications were approved.</p> <p>We continue to maintain files from previous Home Ownership and Ontario Renovates funding. In 2025, we had 22 homeowners successfully complete their terms and discharged their files.</p>
<p>To continue to work toward development of innovative Housing First strategies to reduce homelessness.</p>	<p>To continue rapid rehousing &amp; providing the supports necessary to achieve long-term housing stability.</p>	<p>CHPI statistics including number of people housed.</p>	<p>Successful interventions as determined by the number of people housed.</p>	<p>By-Name List (BNL) remains a critical tool used in Housing First to reduce homelessness effectively and strategically. To date, Income Support and Stability have housed 380 individuals.</p>
<p>To focus on the development and maintenance of relationships with community partners and services across the District.</p>	<p>To continue to build and maintain coordination and communication networks to further support clients.</p>	<p>Ongoing commitment to participating in networks.</p>	<p>Continued active participation in community networks.</p>	<p>Community partnerships and collaboration remain a priority to ensure clients, residents and tenants can effectively access the supports they need. By utilizing a wraparound support approach, we help promote stability, well-being, and an improved quality of life for the individuals we serve. Ongoing partnerships continue to bridge service gaps and strengthen community connections.</p>