
District of Parry Sound



Social Services
Administration Board

Chief Administrative Officer's Report

February 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.

Rural Ontario Municipalities Association (ROMA) Conference

At the 2026 Rural Ontario Municipal Association (ROMA) Conference, that took place January 18-20, 2026, at the Sheraton Centre Hotel in Toronto, NOSDA's delegation shared a series of proposals that highlighted the unique challenges and opportunities across Northern Ontario.

NOSDA engaged with ministries to highlight critical priorities: from the HelpSeeker Report on the cost of ending homelessness in the North, to raising concerns about the push for a paramedic-three-year degree program and stronger high-acuity mental health and substance use teams.

Discussions with the Ministry of Long-Term Care underscored the Northern strategy for Community Paramedicine and necessary funding allocations.

In sessions with the Ministry of Colleges, Universities, Research Excellence and Security, NOSDA advocated for Learn and Stay Grants aimed at Early Childhood Educators and Advanced Care Paramedics.

Conversations with the Ministry of Labour, Immigration, Training and Skills Development focused on investing in social infrastructure and front-line staff training.

NOSDA also raised the need for housing system reforms with the Ministry of Municipal Affairs and Housing, and Ontario Works employment targets with the Ministry of Children, Community and Social Services.

Through these engagements, NOSDA reinforced its commitment to ensuring that Northern Ontario's service deliverers have the tools, funding, and policy frameworks to meet evolving regional needs.

Important Reports to Highlight

Municipalities Under Pressure One Year Later: An Update on the Human and Financial Cost of Ontario's Homelessness Crisis

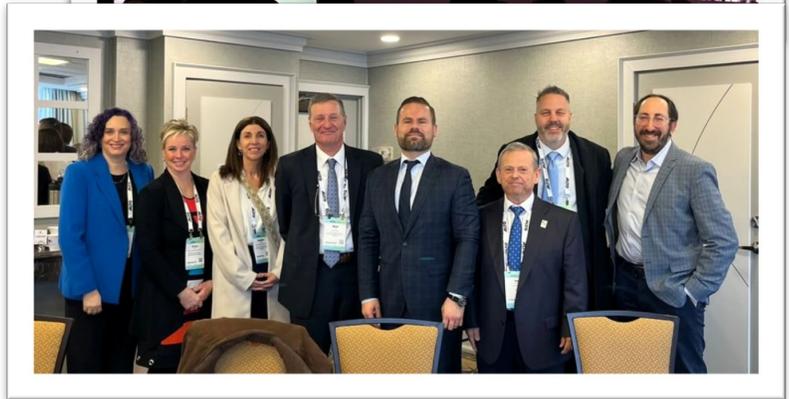
[FULL REPORT](#)

[Question & Answer document](#)

Protecting Northern Ontario for 1.3 cents on the dollar: Housing and health integration to support a \$34.6 billion economy

[FULL REPORT](#)

[2-Page Brief](#)



'Everyday Impact' - Case Support Workers

Our Case Support Worker team that consists of staff in the Parry Sound and South River office are truly the backbone of our organization and an essential part of how we deliver effective, compassionate service across multiple programs. Jordan Harry, Candice Aquino, Kristen Greig and Emilia Salhuana along with our casual receptionists Janine Skeoch, Sherry Keown and Amanda Levac are fully integrated into our teams and provide critical support to Income Support & Stability, Human Resources, Finance, Childcare, Housing, Tenant Services, Property Maintenance while also managing reception and a wide range of complex administrative functions for Income Support and Stability that keep our operations running smoothly.

They are often the first point of contact for individuals and families seeking help with Ontario Works and homelessness supports, and they do so while regularly interacting with clients who may be in crisis, distressed, or facing urgent and complex situations. This requires not only strong technical and organizational skills, but also exceptional emotional intelligence, professionalism, and trauma-informed communication.

What truly sets this team apart is how well they work together, stepping in for one another, sharing knowledge, and adapting quickly to changing demands. Their collaboration with each other and across the East and West offices, problem-solving, and commitment ensure that clients are treated with dignity and that frontline workers can focus on delivering services effectively. They represent the strong, welcoming, and capable front line of our organization, and their contributions are vital to the success of every program they support. We are thankful for an incredible, dependable and caring front line that goes out of its way and out of the box to support our community, its members, our clients and each other.

Jordan Harry demonstrated exceptional professionalism and compassion by remaining on the phone with a client who was fleeing a human trafficking situation and in urgent need of medical attention while maintaining calm and supportive communication with the client. She stayed connected to the client on the phone to provide her with reassurance and a safe voice until the ISN's arrived on site and were able to take over and connect the client with crisis response services. This response reflects the critical role that our Case Support Workers play in crisis situations.

Kristen Greig consistently demonstrates exceptional strategic thinking and strong logical problem-solving skills. She is highly organized, great with excel and assisted with data input for old application to streamline our work and keep complex workflows running smoothly. She remains very calm and professional in difficult situations. She has had to remain calm with clients in the lobby who are escalating and communicates clearly to her Supervisor when looking for direction on how to proceed. She has assisted in phone calls to OPP to have people removed from the lobby and showed great resilience.



'Everyday Impact' Case Support Workers...continued

Candice Aquino brings experience from the East to the West. Recently we had a father who lives out of town whose son passed away unexpectedly in our District. The son had no friends or family in the area and with Candice's support and knowledge she coordinated supports with a funeral home close to his family. A sensitive conversation with compassion and kindness was what this father needed at this very difficult time.

Emilia Salhauna is very new to the role, but she is learning the ins and out of Beechwood while greeting clients with a smile and kindness. Emilia has supported many of our clients connect with the ODSP in Bracebridge by faxing documents to the local office and ensuring it arrived. This is an important supportive role we take so clients who are on ODSP can stay active, receive their entitlement and payments stay in place.

Thank you to these individuals for their dedication and hard work every day!



Licensed Child Care Programs

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

Age Group	Fairview ELCC	First Steps ELCC	Highlands ELCC	Waubee ELCC	HCCP	Total
Infant (0-18M)	3	1	3	4	15	26
Toddler (18-30M)	7	7	10	23	25	72
Preschool (30M-4Y)	16	15	18	29	52	130
# of Active Children	26	23	31	56	92	228

Home Child Care Opened a new program on the west side on December 22, 2025.

- currently offering up to 4 spaces, 3 days per week.

School Age Programs– Dec 2025

Location	Enrollment
Mapleridge After School	26
Mapleridge Before School	10
Home Child Care	15
# of Active Children	51



Inclusion Support Services - Dec 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	40	51	49	0	2	0
School Age (4Y+)	1	13	14	26	0	1	23
Monthly Total	14	61	77		0	0	0
YTD Total	34	77		102	18	65	30

December - 77 children on caseload. 2 New referrals (1 Preschool Licensed - 1 School Age) 65 referrals year to date for December 2025. 7 New intakes (Toddler/Preschool) 2 Discharges school age

EarlyON Child and Family Programs— Dec 2025

EarlyON Child and Family Centre Reporting Month: December 2025		
Activity	Monthly Total	Year to Date
	Dec	
Number of Child Visits	705	10,891
Number of Unique Children served this month		46
Number of Adult Visits	530	8239
Number of Unique Adults served this month		26
Number of Professionals (New stat of July 1, 2025)	21	158
Number of Virtual Programming Events	6	90
Number of engagements Through social media	559	2,019
Number of views Through social media	21,209	222,655

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 December 2025

Number of Unique Children on the Application Portal		
786		
Children who Identify as Indigenous	Children Identifying Francophone Relatives	Prenatal Children
83	50	51

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.

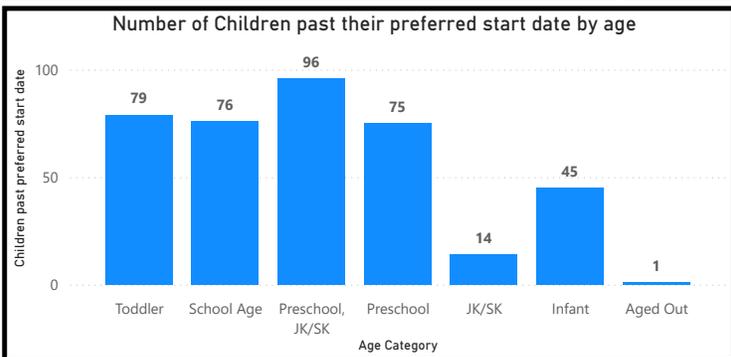
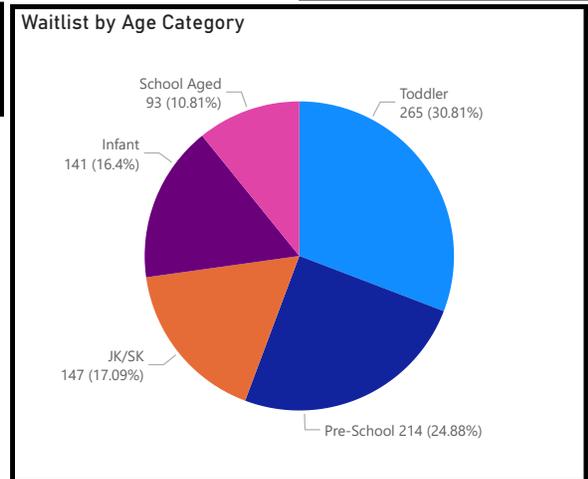
Year, Month

Month

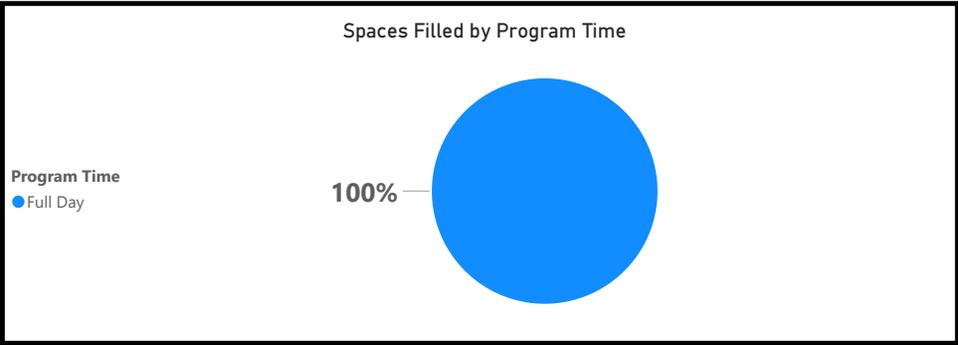
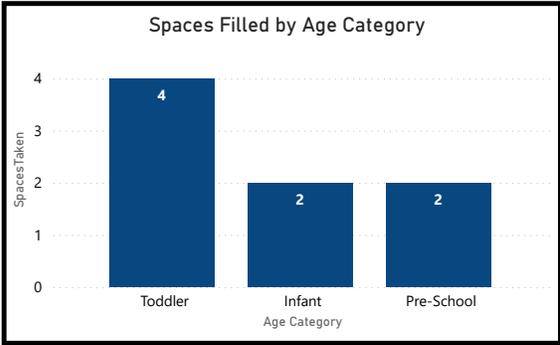
Additions to Application Portal
22

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

Total Number of Children past preferred start date (Unique)
392



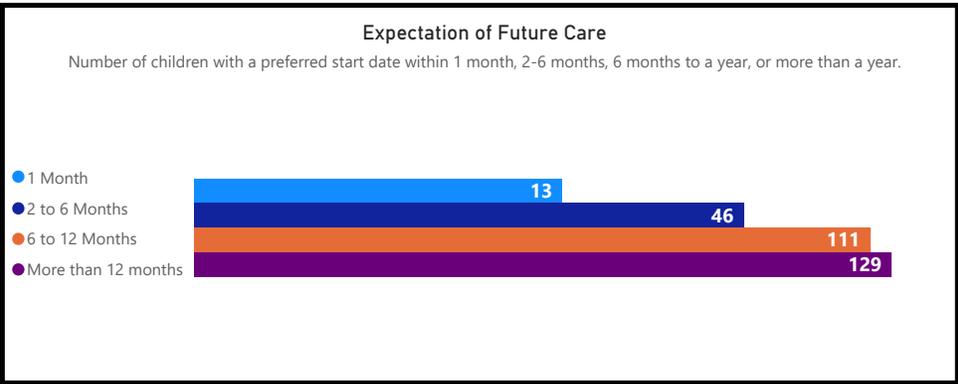
Year Month



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.

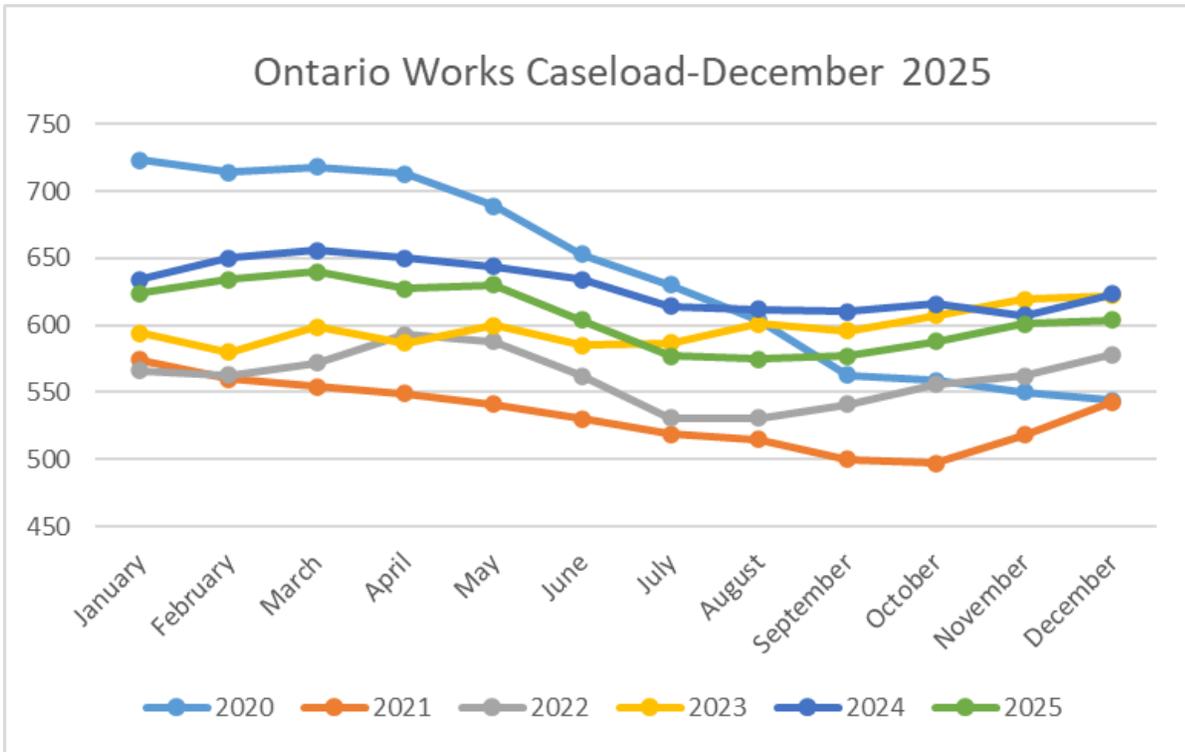


Funding Sources for District Wide Childcare Spaces - DEC 2025

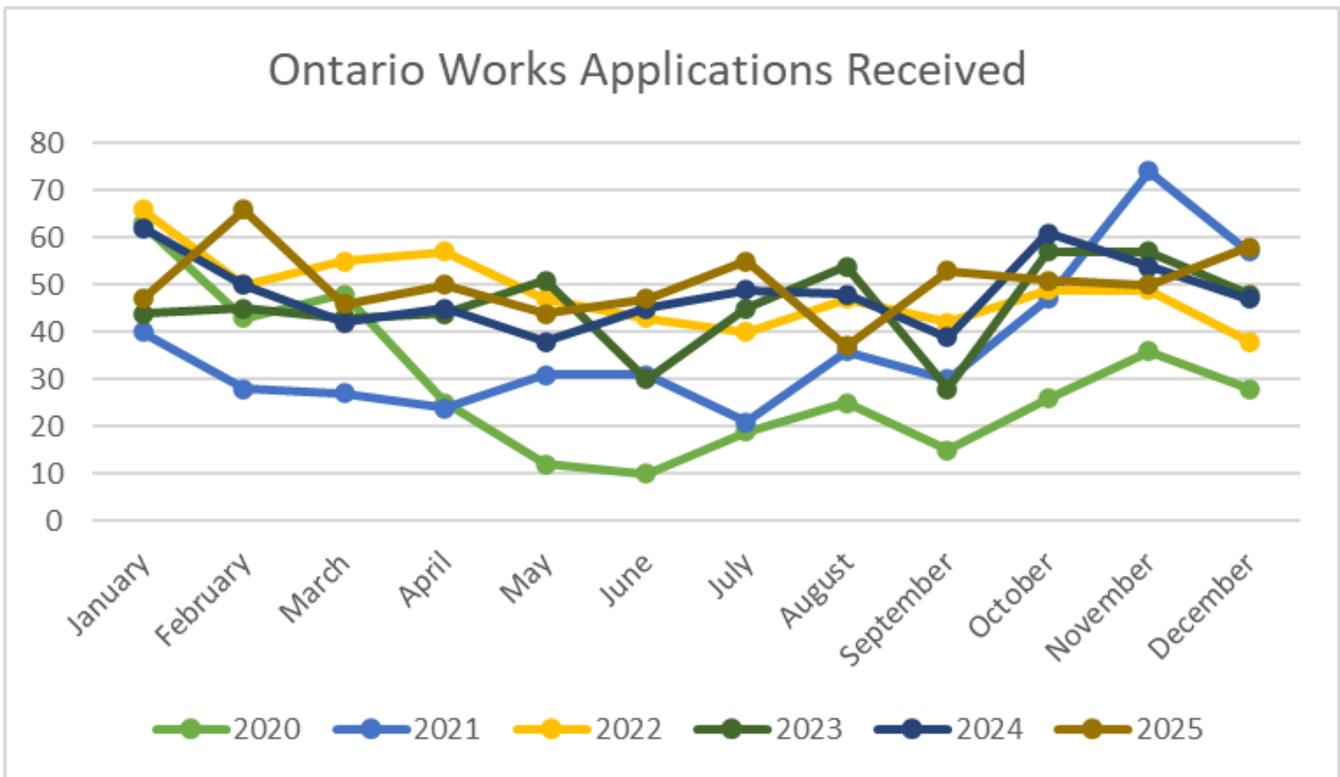
Funding Source - Active	# of Children	# of Families
CWELCC*	33	32
CWELCC Full Fee	220	216
Extended Day Fee Subsidy	2	2
Fee Subsidy	17	15
Full Fee	19	18
Ontario Works	2	2
Total	293	285

Funding Source - New	# of Children	# of Families
CWELCC*	1	1
CWELCC Full Fee	7	7
Extended Day Fee Subsidy		
Fee Subsidy		
Full Fee		
Ontario Works		
Total	8	8

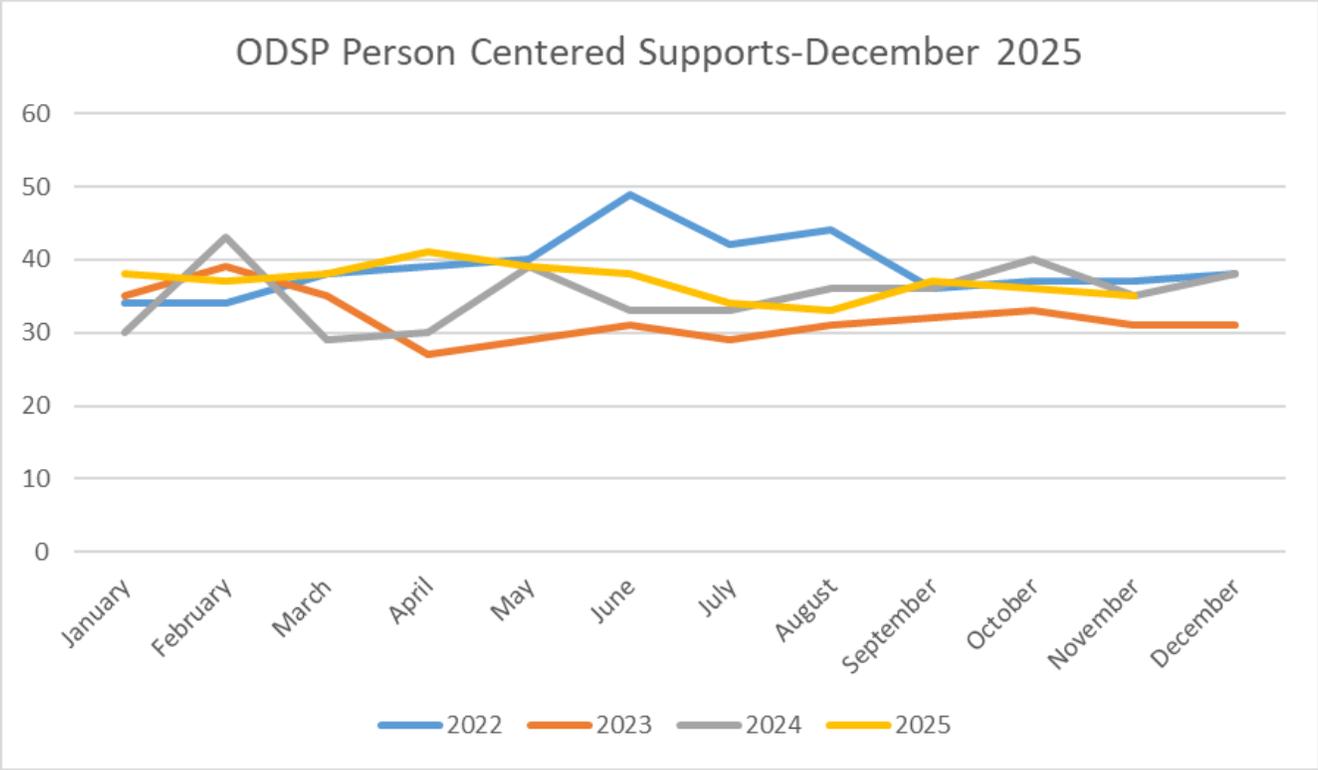
Exits	# of Children	# of Families
CWELCC	1	1
CWELCC Full Fee		
Extended Day Fee Subsidy		
Fee Subsidy		
Full Fee		
Ontario Works		
Total	2	2



**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 **604** cases. We are providing **34** ODSP participants Person -Centred Supports. We also have **58** Temporary Care Assistance cases. **58** applications were received through the province’s Ontario Works Intake Unit (OWIU).

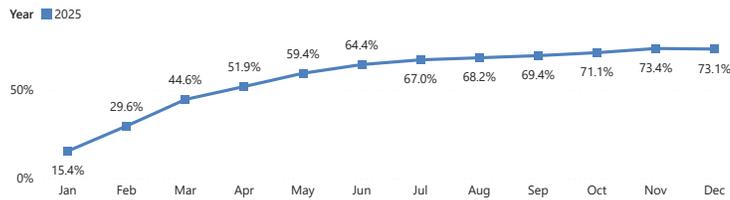
Ontario Works (OW) Performance Measures

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)*



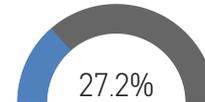
Provincial Value for Latest Month in Selected Range



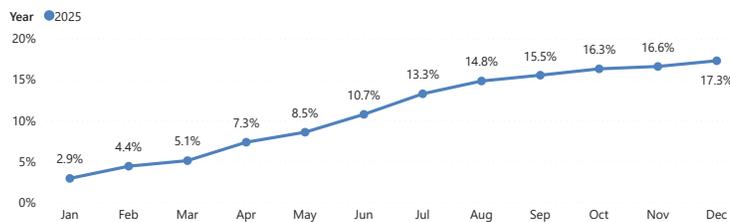
Percentage of OW + NDA Members with mandatory participation requirements that are referred to EO (Cumulative Year-to-Date)



Provincial Value for Latest Month in Selected Range



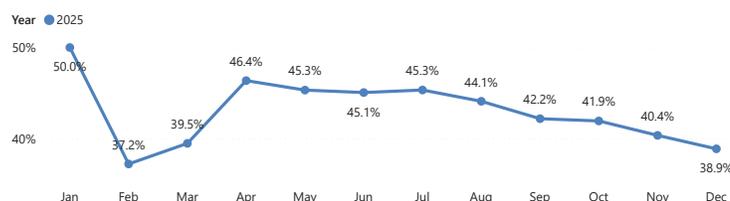
Percentage of Ontario Works cases exiting to employment (Cumulative Year-to-Date)



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)

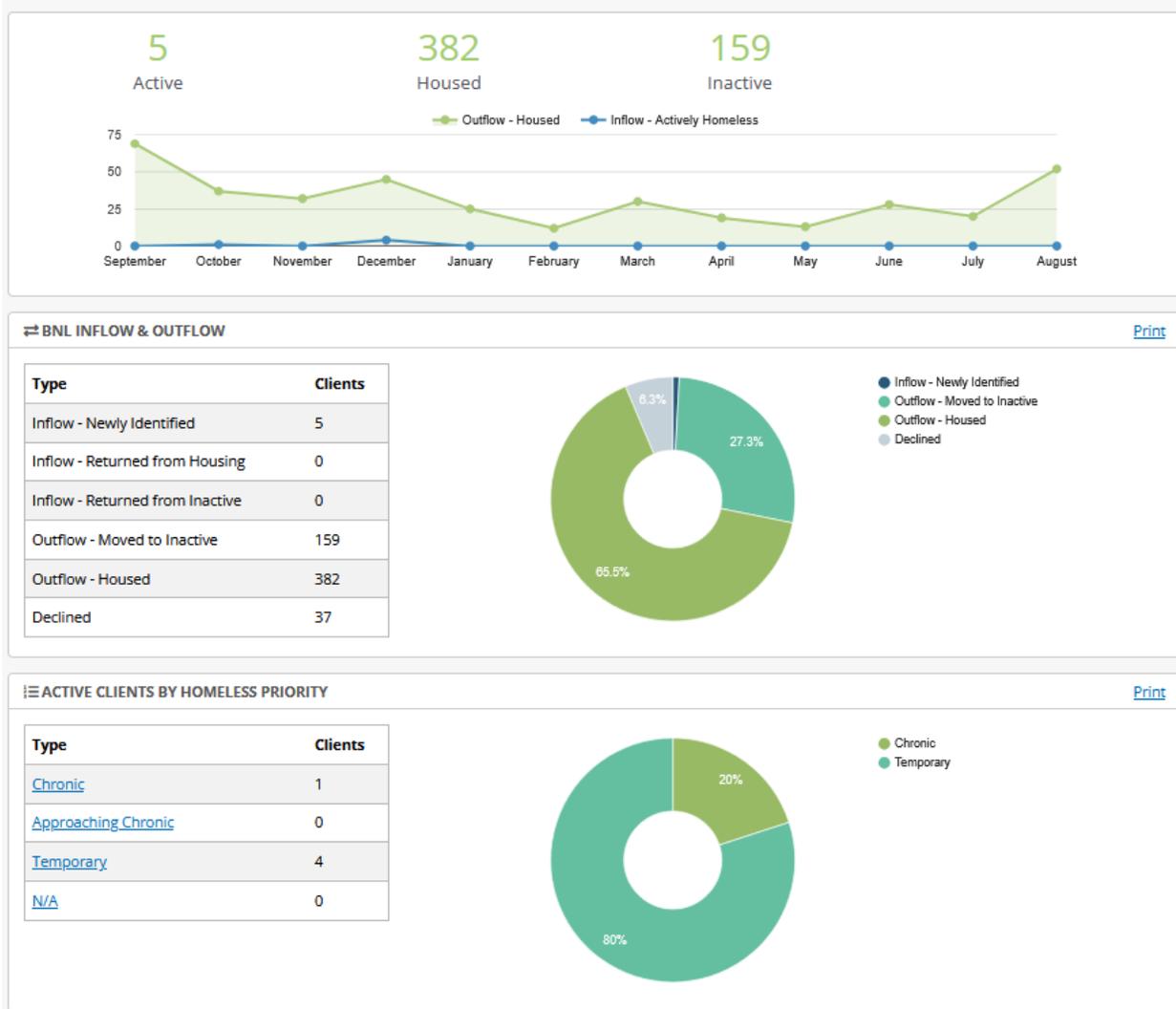


Provincial Value for Latest Month in Selected Range



By Name List

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.



Some key takeaways from this month's data:

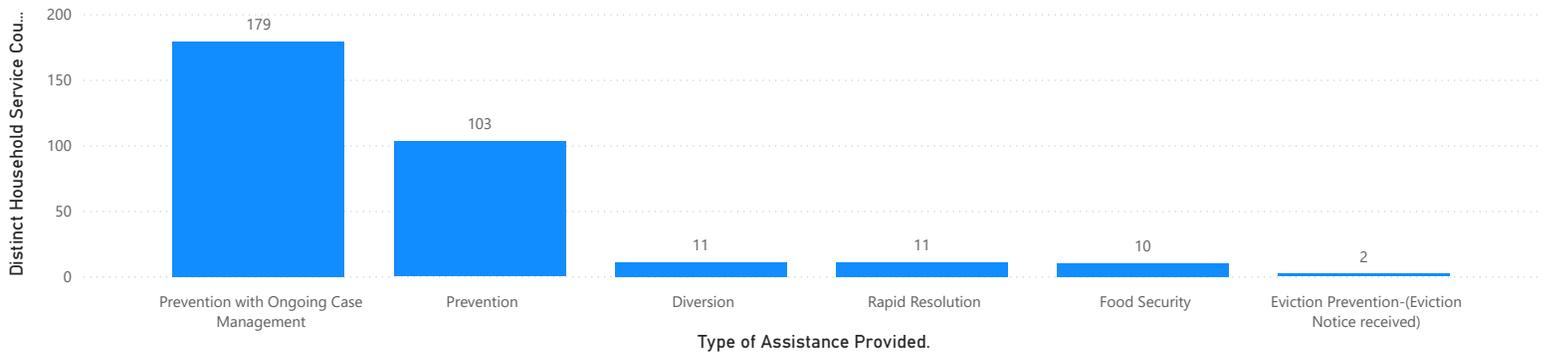
- We have housed 70% of BNL participants since September 2021
- Nearly 33% of those housed were experiencing chronic homelessness
- Currently, only 1 individual is experiencing chronic homelessness on the BNL
- We continue to have zero people with an Inflow status of 'Returned from Housing'

Month, Year

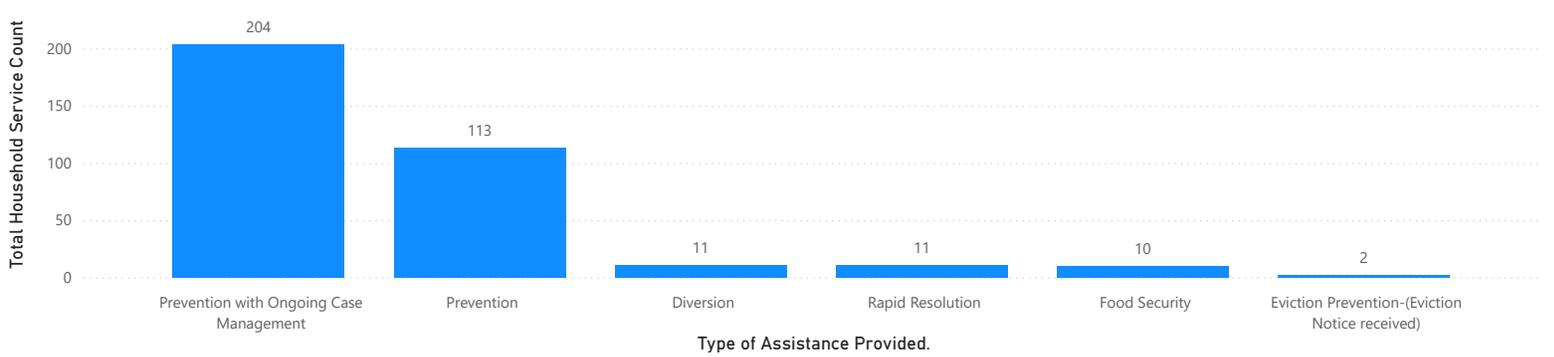
Multiple selections



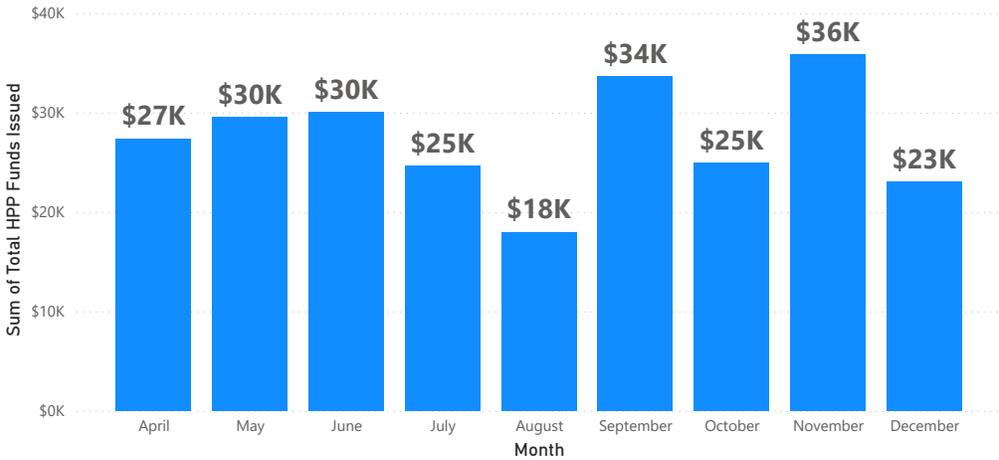
Distinct Household Service Count by Type of Assistance Provided.



Total Household Service Count by Type of Assistance Provided.



Total HPP Funds Issued by Month



Type of Assistance-HPP

All

Month, Year

Multiple selections

\$247,225.31

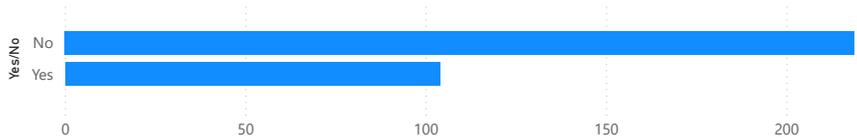
Sum of Total HPP Funds Issued

Provincial Priority Groups	Unique Households Served
Chronic Homelessness	19
Indigenous	10
Transitioning from Provincial Institution	1
Youth aged 16-25	18
Total	48

Income Source	Unique Households Served	Sum of Total HPP Funds Issued
OW	121	\$111,152.26
ODSP	96	\$87,722.13
Low Income Senior	34	\$29,147.06
Low Income	28	\$19,203.86
Total	271	\$247,225.31

Housing Status	Unique Households Served
At Risk of Homelessness	234
Experiencing Homelessness (and not currently on BNL)	21
On BNL	21
Total	271

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	49	113	179
Prevention	16	24	52	13	103
Diversion	4		2	5	11
Rapid Resolution	1	2	2	6	11
Food Security	1		1	8	10
Eviction Prevention-(Eviction Notice received)	1		1		2
Total	31	37	107	144	315

Month, Year

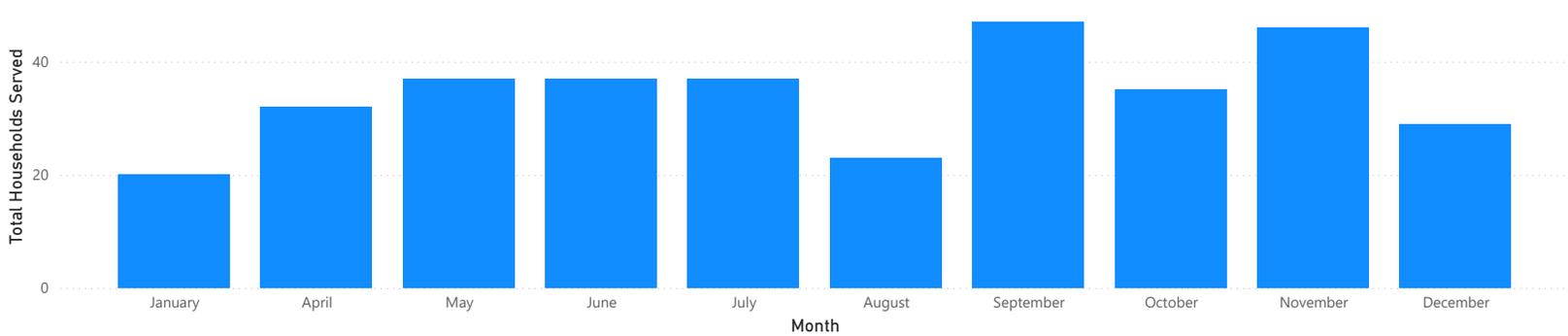
271

Unique Households Served

323

Total Households Served

Total Households Supported through HPP by Month-All



Housing Programs Update—Dec 2025

Social Housing Centralized Waitlist Report			
	East Parry Sound	West Parry Sound	Total
Seniors	59	140	199
Families	179	506	685
Individuals	572	176	748
Total	810	822	1632
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	7		5	2	1
Total	81	5	131	21	2	Total	101	10	22	19	5

- Housing Programs approved seven new applications to the centralized waitlist in the month of December
- There were five cancelled applications; two applicants refused offers of housing, and three were removed as they are now in receipt of COHB funding (Canada Ontario Housing Benefit)
- Two applicants were housed in December, with one applicant holding Special Priority status

HOUSING OPERATIONS AND SERVICE MANAGEMENT

December 2026 Statistical Information

Activity for Tenant Services

	Current	YTD
Move outs	3	23
Move in (centralized waitlist along with internal transfers)	2	34
L1/L2 hearings	0	13
N4 Delivered to tenant or filed with the LTB– Notice of eviction for non-payment of rent	0	7
N5 Filed with the LTB– notice of eviction disturbing the quiet enjoyment of the other occupants	1	19
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)	2	20
No Trespass Order	0	1
Mediation/Negotiation/Referrals	37	259
Tenant Home Visits/Wellness checks	28	462
Tenant Engagements/Education	5	33

Property Maintenance

December 2025

Pest Control		Monthly pest control inspections were completed at 7 buildings. 33 units were inspected. Of the 33 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	7	monitoring station offline, partial power outage in unit, snow removal concerns, smoke detector battery,
Work Orders	68	Work orders are created for our staff to complete routine maintenance repairs for all DSSAB/LHC Buildings
Purchase Orders	189	Purchase Orders are for services, and materials required outside of the Housing Operations Department scope of work for the LHC/DSSAB properties
Fire Inspections	7	Annual fire inspection completed and continue
Annual Inspections	0	Annual inspections have been complete for 2025.
Inspections (other)	17	Housing keeping, Fire Prevention Officer follow up, and preconstruction/postconstruction
Incident Reports	0	

Capital Projects Monthly Report—December 2025

This monthly report provides an overview of capital project activities undertaken during December 2025. The month focused on year-end project closeout, completion of deferred works from earlier in the construction season, and site stabilization ahead of winter conditions.

Hazardous Material Remediation and Water Damage Repairs

During December, hazardous material abatement and reinstatement activities continued across multiple units, including progress through clearance, reconstruction, and tenant re-occupancy where contractor availability and environmental clearance permitted. All completed work followed required inspection and clearance protocols, and remaining remediation items were stabilized and scheduled for continuation in early 2026.

Plumbing, HVAC, and Duct Maintenance

Plumbing and mechanical capital works progressed into December, with certain remaining items deferred due to seasonal/coordination constraints. Emergency boiler replacements were completed to address critical failures and maintain uninterrupted heating and building operations, and duct insulation upgrades and select HVAC replacements improved system reliability and performance. Mechanical systems continued to be monitored closely through the onset of winter conditions.

Doors, Siding, Painting, and Cosmetic Upgrades

Building envelope and cosmetic improvements advanced as part of end-of-season closeout, including door installations, siding replacements, and select painting completed prior to winter shutdown. Remaining cosmetic scopes were secured or deferred appropriately to support building protection through winter months.

Generator and Electrical Work

Electrical upgrades continued through December, including generator-related coordination, inspections, and preparatory work for outstanding components. A generator installation at a daycare facility was completed, and planning/procurement activity continued for larger electrical projects transitioning into 2026.

Roofing and Eavestrough Projects

Roofing and eavestrough projects initiated earlier in the season were substantially completed by late fall, with December closeout activities occurring where conditions permitted. Items impacted by weather or scheduling limitations were winterized and deferred to the next construction season, with budget considerations for future phases continuing to be monitored.

Capital Projects Monthly Report—December 2025...continued

Structural Repairs, Infrastructure and Foundation Assessments

Structural and foundation-related work advanced through phased repairs and ongoing monitoring, with smaller repairs reaching completion and larger/more complex scopes continuing under active management. Environmental and engineering assessments supported decision-making for current work and future capital prioritization.



View of a new retaining wall alongside a gravel-filled parking lot.

Security Enhancements

Security upgrades implemented earlier in the year remained operational through December, including access control, rekeying initiatives, and door improvements. No new security risks were identified during this reporting period.

Consulting and Engineering Contracts

Consultant-led work remained active through year-end, including engineering reviews, environmental reporting, and construction oversight supporting both active projects and upcoming capital planning. Consultant findings continue to inform scope development, cost forecasting, and sequencing for the 2026 capital program.

Capital Projects Monthly Report—December 2025...continued

Childcare Capital Acceleration (Year-End Funding)

In December, the Capital team leveraged incremental year-end childcare funding to deliver an intensive package of upgrades across multiple childcare sites, mobilizing contractors and completing (or advancing to final closeout) numerous scopes within a highly compressed timeline. Work included critical resiliency and site improvements such as a daycare generator installation, permeable paving and pathway enhancements, gazebo/shelter installations, shed works, painting, fencing, and targeted mechanical upgrades. This concentrated effort reflects strong coordination across procurement, scheduling, and site access to complete a high volume of work while maintaining operational continuity for childcare programs during a peak year-end delivery window.



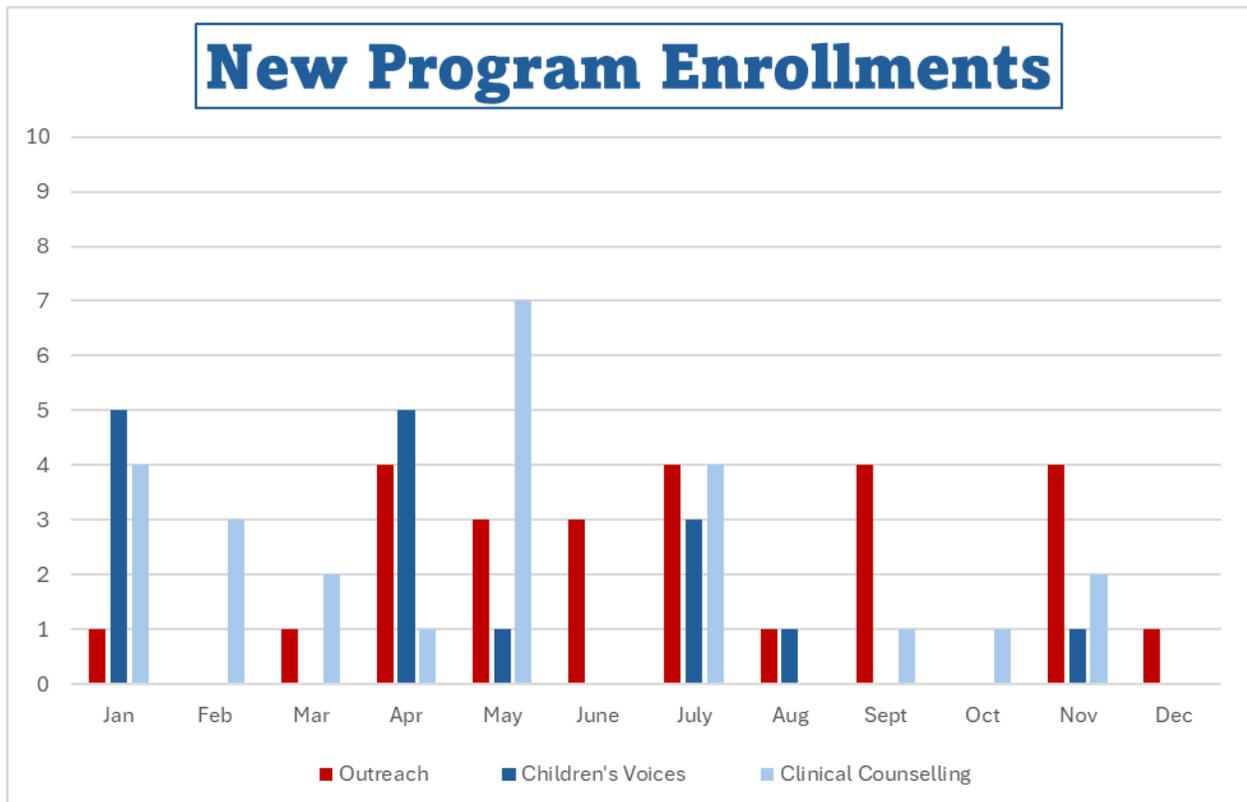
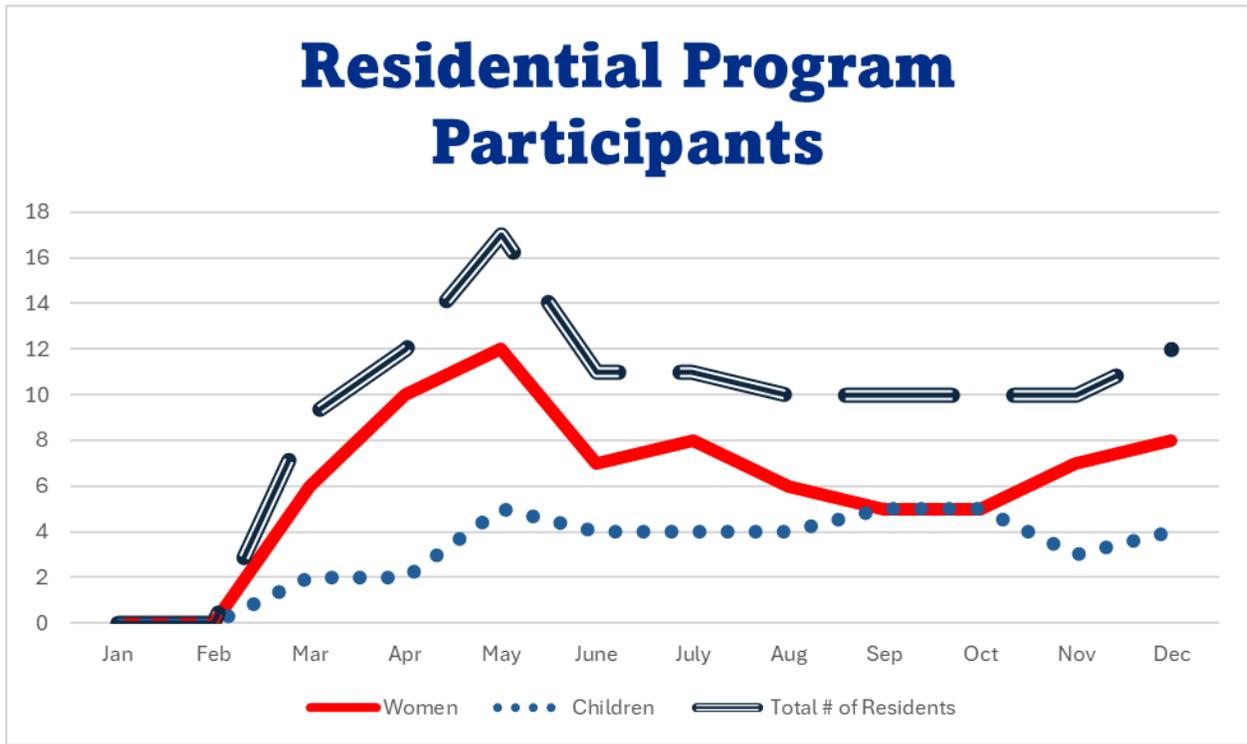
View of new permeable paving installed at a daycare facility.

Completion Highlights (December 2025)

As part of the year-end closeout period, several projects reached completion or substantial completion (including unit remediations, exterior envelope improvements, electrical upgrades, and supporting infrastructure works), improving safety, functionality, and overall asset condition. Projects not finalized by year-end were stabilized and transitioned into the 2026 work plan. Overall, December marked the operational close to the construction season, with emphasis on completing priority work, managing seasonal risk, and preparing remaining items for continuation in 2026. The next reporting period will prioritize restarting deferred construction where conditions allow, advancing approved capital projects, and aligning delivery with the 2026 capital budget and planning cycle.

Esprit Place Family Resource Centre

Update—December 2025



Social Media Stats

Facebook –District of Parry Sound Social Services Administration Board	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025	JAN 2026
Total Page Followers	770	780	786	791	797	819
Post Reach this Period (# of people who saw post)	5,904	33,114	18,590	23,572	5332	26,803
Post Engagement this Period (# of reactions, comments, shares)	37	211	138	178	132	913

Facebook -Esprit Place Family Resource Centre	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025	JAN 2026
Total Page Followers	229	229	229	248	249	250
Post Reach this Period (# of people who saw post)	1,314	424	313	17,684	2136	884
Post Engagement this Period (# of reactions, comments, shares)	27	2	3	189	34	10

DSSAB LinkedIn Stats https://bit.ly/2YyFHIE	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025	JAN 2026
Total Followers	558	561	561	579	585	594
Search Appearances (in last 7 days)	132	122	113	170	147	154
Total Page Views	22	26	27	77	23	44
Post Impressions	715	235	1092	2,953	1124	1521
Total Unique Visitors	12	14	15	29	16	21

Instagram - Esprit Place Family Resource Centre https://www.instagram.com/espritplace/	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025	JAN 2026
Total Followers	107	109	112	115	115	117
# of accumulated posts	66	67	69	81	81	81