



Chief Administrative Officer's Report

November 2025

Mission Statement

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

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Inviting Partners to Help Create New Affordable Housing Opportunities

The District of Parry Sound Social Services Administration Board (DSSAB) has launched an Expression of Interest (EOI) inviting qualified housing partners to help advance new affordable housing projects across the Parry Sound District.



This latest initiative reflects the Board's ongoing commitment to addressing the housing challenges faced by residents throughout the district. Through the EOI, the DSSAB, supported by EllisDon Community Builders, is seeking to identify innovative and sustainable housing ideas and partnerships that can bring more affordable homes to life. The goal is to strengthen local communities by expanding access to affordable housing options for families, seniors, and individuals.

The EOI invites submissions from non-profit, Indigenous, municipal, and private-sector partners interested in:

- Developing housing on DSSAB-owned land,
- Exploring joint venture or partnership models, or
- Identifying acquisition or turnkey opportunities aligned with local housing needs.

“This is an important step in bringing new housing opportunities to communities across our district,” said Tammy MacKenzie, DSSAB’s Chief Administrative Officer. “We know that collaboration is key to creating lasting housing solutions, and this process is designed to help us build those partnerships.”

The call for Expressions of Interest is open until November 19, 2025, at 3:00 p.m. Full details and submission requirements are available at www.psdssab.org/tenders.

For more information, contact:
Nina Tomic, Senior Development Analyst, EllisDon Community Builders
ntomic@ellisdon.com



‘Everyday Impact’

This month, we are proud to recognize Sherry Heal, Clinical Counsellor, and Kim Goddard, Outreach Worker, from Esprit Place Family Resource Centre for their dedication and compassion in supporting residents facing complex challenges.

Most recently, Sherry and Kim have worked closely with two women who came to the centre feeling overwhelmed and alone, with limited personal support and many obstacles to navigate. They stepped in with empathy and determination, working as a team and collaborating closely with community partners to connect these residents with the services and resources they needed.

Through extensive research, advocacy, and collaboration, they have helped these residents access supports such as employment services, multicultural programs, faith communities, court support, driver’s education, and financial literacy resources - each step creating new opportunities for independence and stability.

The compassion and dedication shown by Sherry and Kim highlight the incredible impact our staff can have when they go above and beyond. Their efforts have not only changed lives today but have also set the foundation for continued growth and confidence for the residents they support.



Take Back the Night -October 3, 2025

On October 3, community members gathered at Market Square Park in Parry Sound for *Take Back the Night*. This was an evening of solidarity, awareness, and action against gender-based violence.

Hosted by the Violence Against Women Coordinating Committee (VAWCC) with support from local health, justice, and social service organizations, the event brought together survivors, allies, and advocates to march through downtown Parry Sound in a powerful show of unity.

We would like to extend a heartfelt thanks to everyone who attended and to local leaders from several surrounding municipalities for their support and participation.



Licensed Child Care Programs

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

Age Group	Fairview ELCC	First Steps ELCC	Highlands ELCC	Waubeek ELCC	HCCP	Total
Infant (0-18M)	3	1	3	6	14	27
Toddler (18-30M)	5	6	12	26	31	80
Preschool (30M-4Y)	16	13	16	25	48	118
# of Active Children	24	20	31	57	93	225

There has been an increase in infant enrollment for the month as children are transitioning to the older age groupings. Overall, the Directly Operated Child Care Programs are continuing to enroll children as the ages correspond with the available spaces.

School Age Programs September 2025

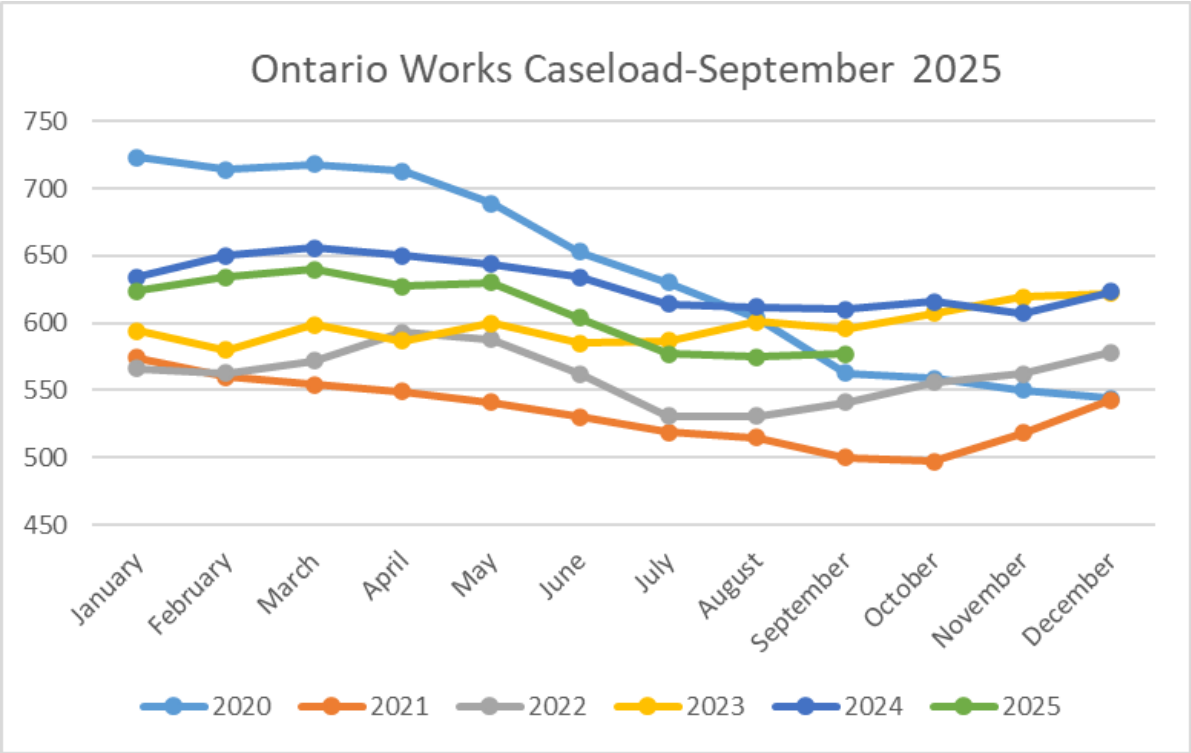
Location	Enrollment
Mapleridge After School	12
Mapleridge Before School	26
Home Child Care	13
# of Active Children	51



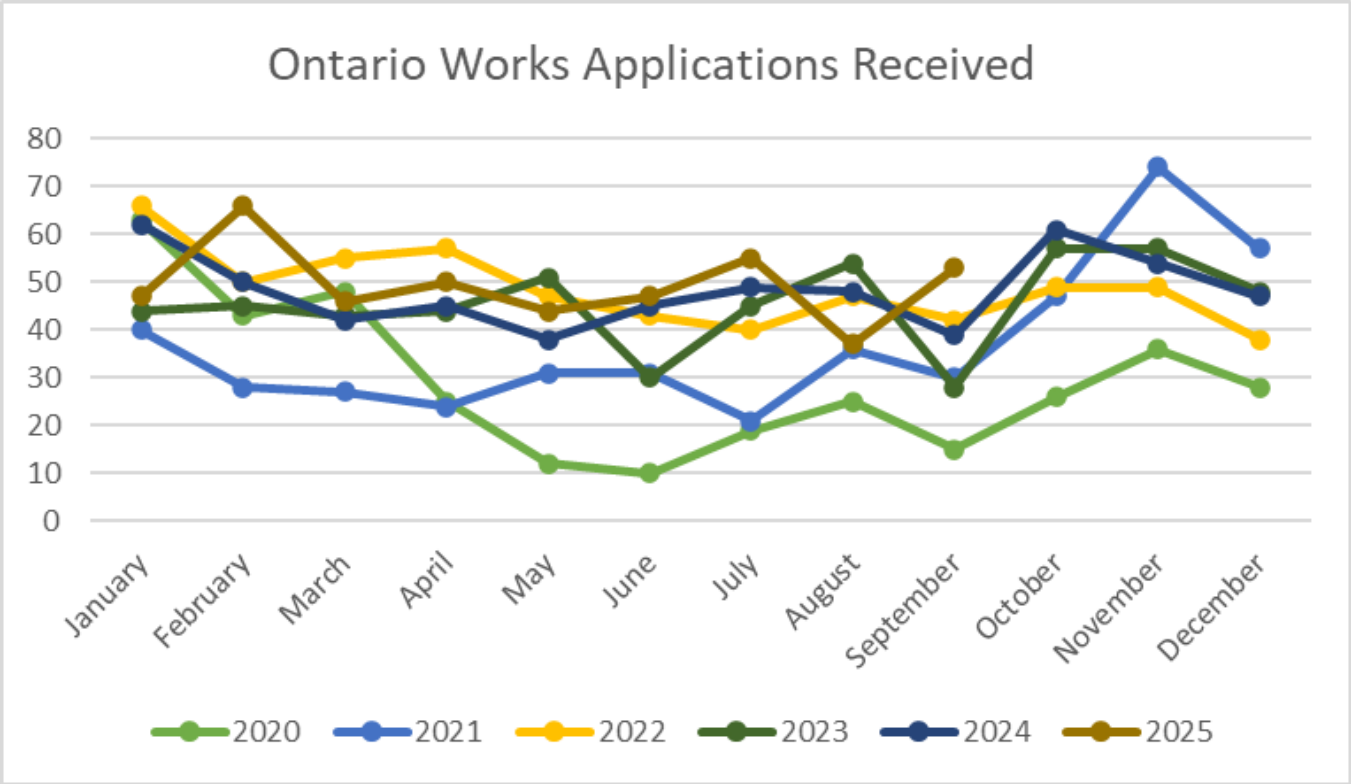
Inclusion Support Services September 2025

Age Group	EarlyON	Licensed ELCC's	Monthly Total	YTD Total	Waitlist	New Referrals	Discharges
Infant (0-18M)	0	1	1	3	0	0	0
Toddler (18-30M)	5	12	17	24	0	1	0
Preschool (30M-4Y)	9	33	42	49	0	3	0
School Age (4Y+)	1	13	14	26	0	2	15
Monthly Total	14	61	75		0	6	15
YTD Total	34	77		102	18	43	28

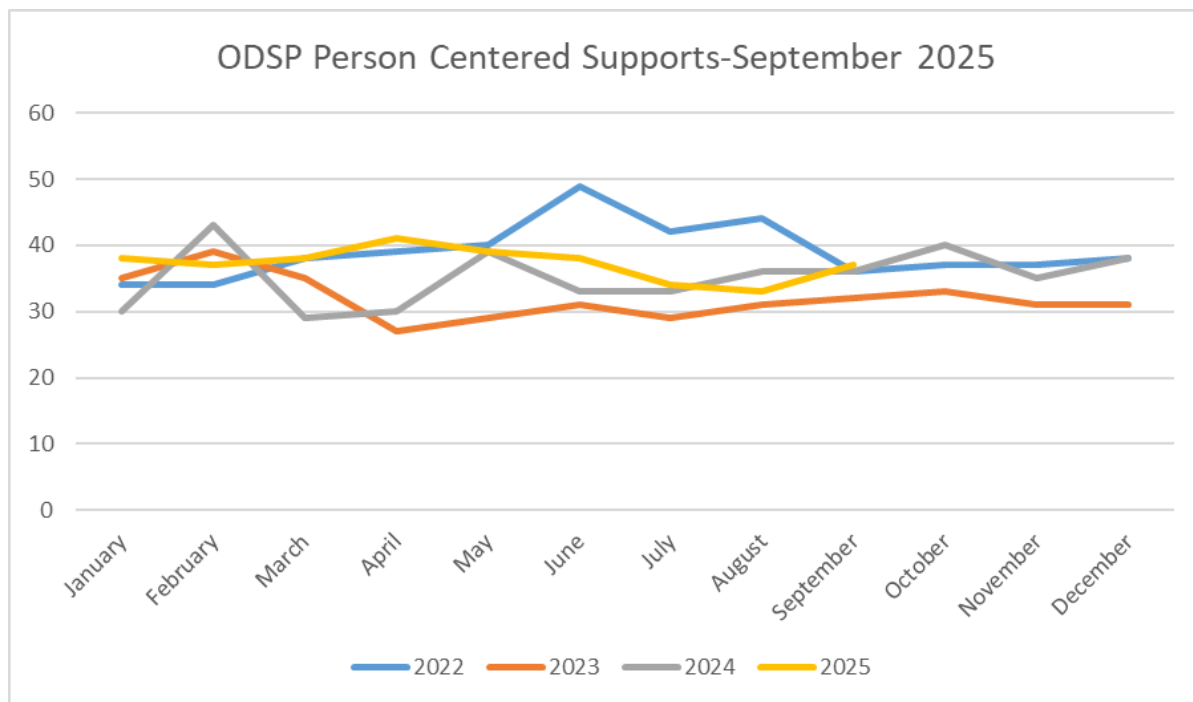
September had 61 children on caseload, 6 new referrals (2 school age, 1 EarlyON and 3 licensed child care). There were 15 school age discharges in September as children transitioned to kindergarten.



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



ODSP Participants Receiving Person Centred Supports through Ontario Works



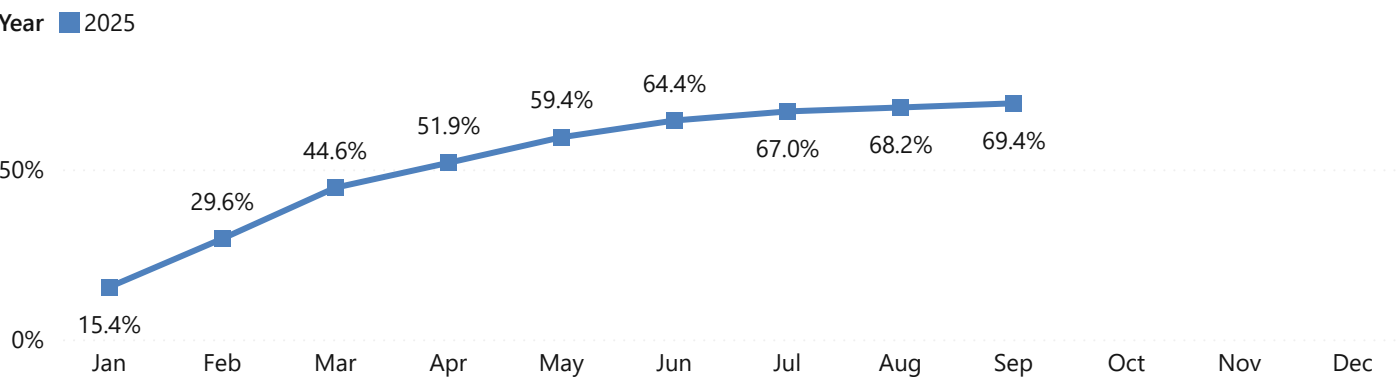
The OW Caseload continues to hold steady at **577** cases (**887** beneficiaries). We are providing **37** ODSP participants Person-Centred Supports. We also have **61** Temporary Care Assistance cases. **53** applications were received through the province's Ontario Works Intake Unit (OWIU).

Ontario Works (OW) Performance Measures

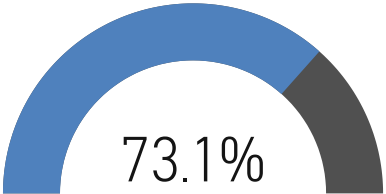
On March 1st, 2025, as part of the province’s Employment Services Transformation, we officially entered Integrated Employment Services model (IES) along with our Northeast DSSAB partners with our new Service System Manager College Boreal. This means that employment assistance for Social Assistance recipients 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

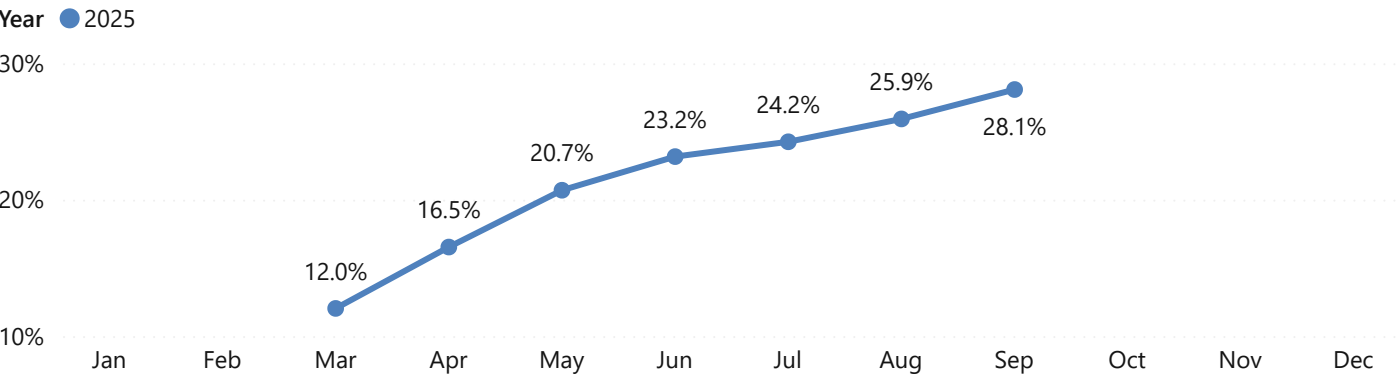
Percentage of OW + NDA Members with mandatory participation requirements that have created a Social Assistance Action Plan (Cumulative Year-to-Date)*



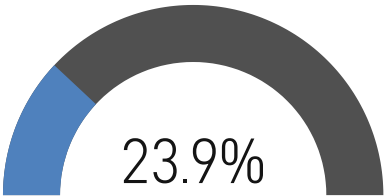
Provincial Value for Latest Month in Selected Range



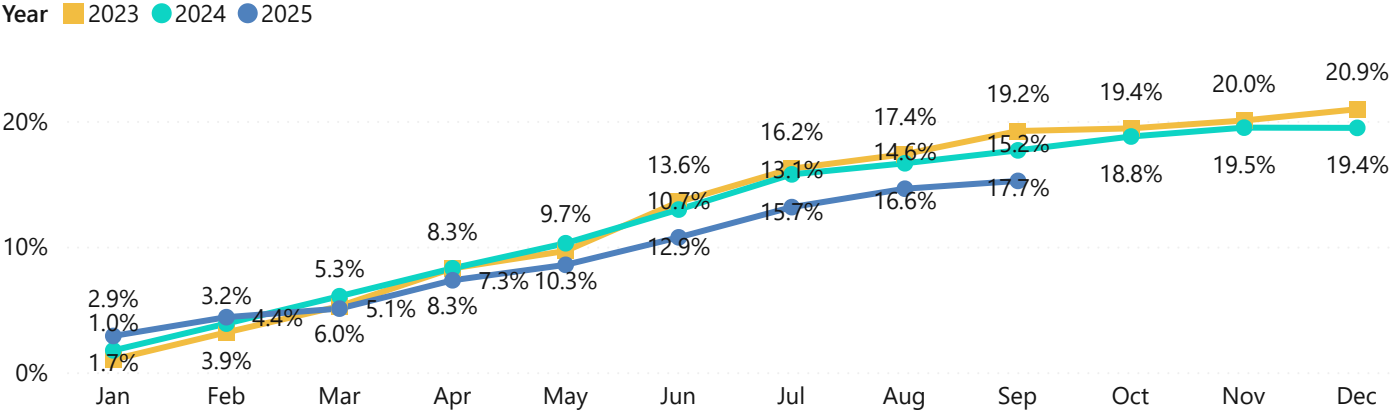
Percentage of OW + NDA Members with mandatory participation requirements that are referred to EO (Cumulative Year-to-Date)



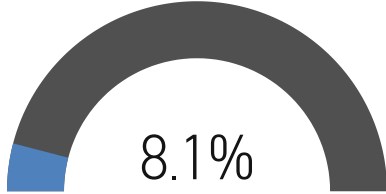
Provincial Value for Latest Month in Selected Range



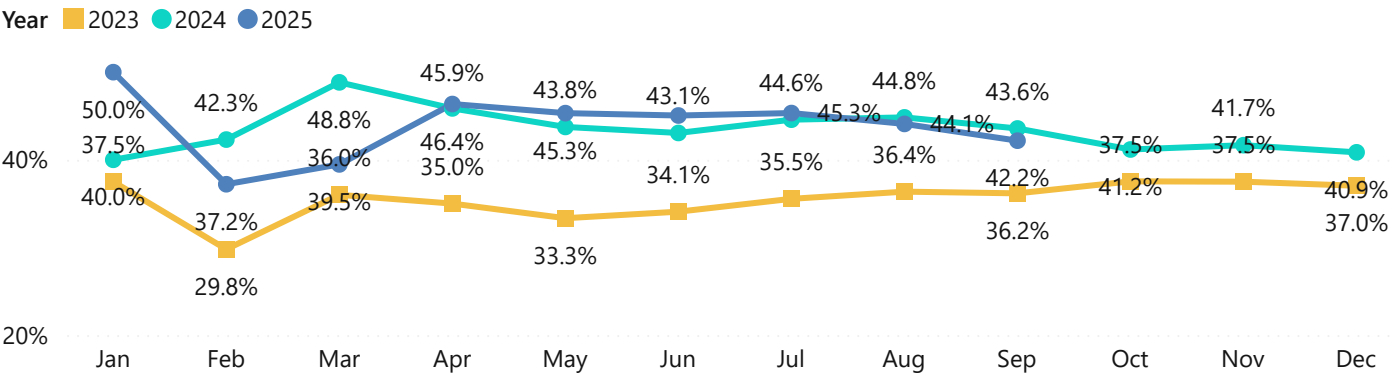
Percentage of Ontario Works cases exiting to employment (Cumulative Year-to-Date)



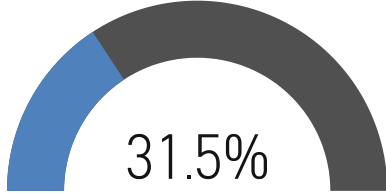
Provincial Value for Latest Month in Selected Range



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



Income Support & Stability Update

Income Support and Stability Program Case Management involves the coordination of appropriate services and the provision of consistent and on-going weekly or bi-weekly supports, required by the individual to succeed in achieving and maintain life stabilization goals.

Housing Status

Clients who identify as experiencing homelessness, or at immediate risk of homelessness

2025	September	YTD
Active in a Transitional Unit	5	12
Exited Transitional Housing	1	7

June 2024—September 2025

Short Term Housing Allowance

Max of \$400 for 6 months

	Active	YTD
September	6	36

Provincial Priority Groups

2025	September	YTD
Chronic Homelessness	13	20
Youth Age 16-25	5	13
Indigenous	1	3
Provincial Institution	1	2

April 1—September 2025

Case Type

Clients working with Income Support and Stability.
New and active files

2025 –September	New Families	Returning Families	Single Person	Returning Single Person
At Risk of Homelessness	4	8	14	19
Experiencing Homelessness			2	4
On the By Name List	2		1	1
YTD	16	39	41	148

Type of Assistance Provided:

2025	September				YTD
	ODSP	Ontario Works	Low Income Senior	Low Income non-senior	
Prevention interventions before housing loss occurs	6		4		79
Prevention with ongoing case management	9	14	4		154
Rapid Resolution	1	1		1	8
Diversion Case Management					1
Eviction Prevention					
Food Security		1			2
TOTAL	16	15	8	1	244

April 1—September 2025

Household Income Sources and Issuance from Homelessness Prevention Program

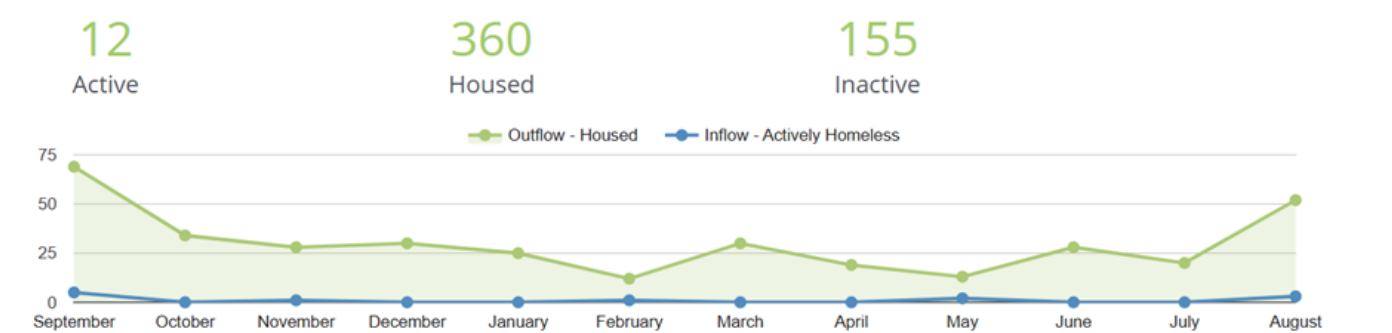
Reason for Issue	Total	YTD	Income Source	Total	YTD	HPP	YTD
Rental Arrears	\$14,655.25	\$88,554.88	Senior	8	35	\$6,306.16	\$26,776.57
Utilities/Firewood	\$8,970.66	\$57,335.42	ODSP	18	91	\$12,523.03	\$70,375.83
Transportation	\$50.00	\$1,736.83	Ontario Works	20	117	\$15,070.80	\$88,097.03
Food/Household/Misc.	\$9,772.35	\$43,777.07	Low Income	2	17	\$3,038.72	\$10,0170.57
Emergency Housing	\$640.04	\$3,162.47	TOTAL				\$195,207.07
Total	\$34,088.30	\$195,207.07					

April 1—September 2025

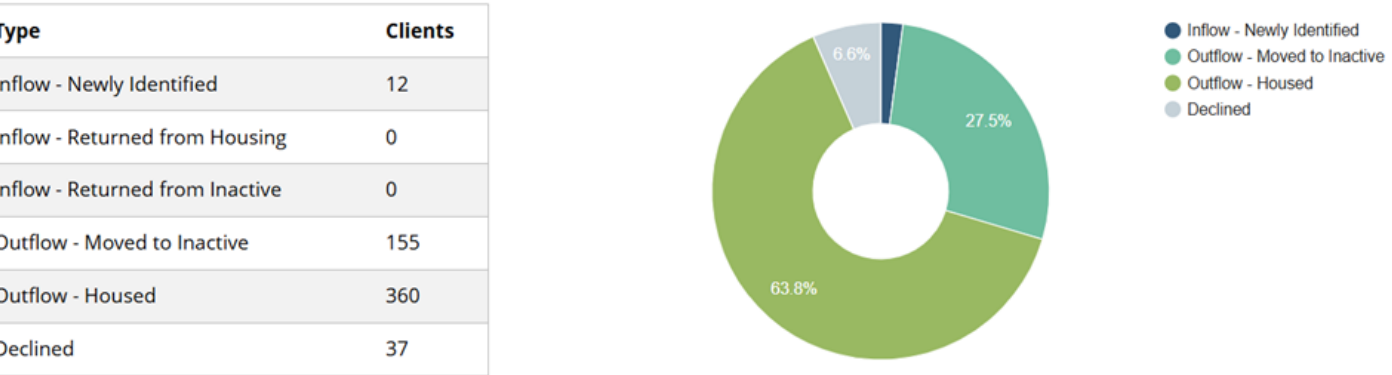
April 1—September 2025

By-Name List Data (September 1, 2021– September 30, 2025)

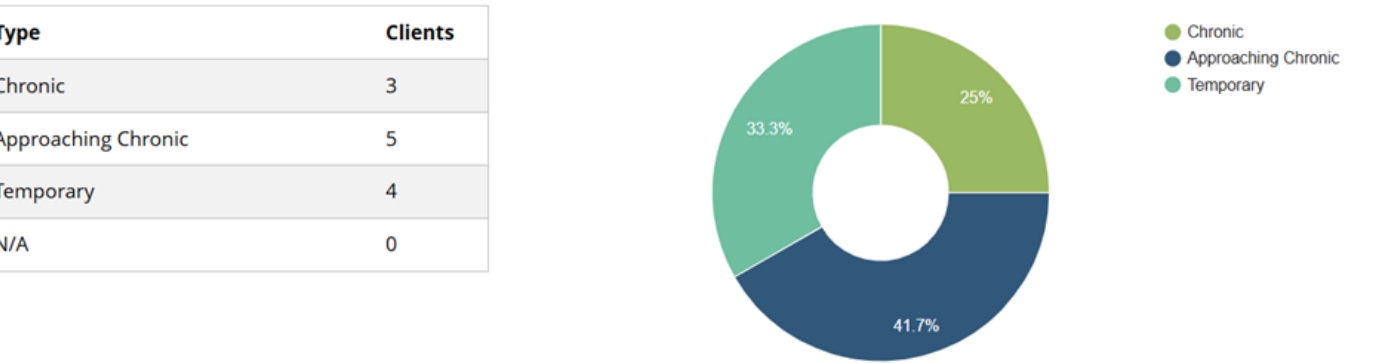
The By Name List is real-time list of all known people who are experiencing homelessness in our community that are willing to participate in being on the list and connecting with our agency for ongoing support to maintain affordable and sustainable housing. The individuals who are connected to this program are provided Intense Case Management supports with the foundations from Coordinated Access. As we standardize our definition of homelessness across our team and partners, we have been reviewing our By Name List data to ensure consistency. This explains the sharp decrease for this month.



BNL INFLOW & OUTFLOW



ACTIVE CLIENTS BY HOMELESS PRIORITY



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

	Current	YTD
Move outs	2	17
Move in (centralized waitlist along with internal transfers)	5	26
L1/L2 hearings	0	11
N4 Delivered to tenant or filed with the LTB— Notice of eviction for non-payment of rent	1	6
N5 Filed with the LTB— notice of eviction disturbing the quiet enjoyment of the other occupants	3	11
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	16
No Trespass Order	0	0
Mediation/Negotiation/Referrals	35	187
Tenant Home Visits/Wellness Checks	35	375
Tenant Engagements/Education	0	21

Property Maintenance

September 2025

Pest Control		Monthly pest control inspections were completed at 10 buildings. 42 units were inspected. Of the 42 units, 4 units required treatment. 4 additional units were treated based on tenant reports.
Vacant Units	5	4 one-bedroom, 1- multiple bedrooms (asbestos abatement, and significant repair contributes to longer vacancy times)
Vacant Units - The Meadow View	6	6 market units
After Hours Calls	10	monitoring station offline, smoke alarm battery, plumbing leaks, tenant dispute, lock out, fridge not working, toilet plugged
Work Orders	95	Work orders are created for our staff to complete routine maintenance repairs for all DSSAB/LHC Buildings
Purchase Orders	174	Purchase Orders are for services, and materials required outside of the Housing Operations Department scope of work for the LHC properties
Fire Inspections	1	Annual fire suppression inspection completed on a 6-storey senior building
Annual Inspections	0	Annual inspections continue across the district
Inspections (other)	25	Housekeeping, Fire Prevention Officer follow up, and preconstruction/postconstruction
Incident Reports	0	

Capital Projects

September 2025

General Overview

September marked a transition month with multiple remediation and restoration projects reaching completion and the continuation of several major infrastructure, siding, and roofing projects initiated earlier in the summer. Multiple units remediated through August were fully reconstructed and re-occupied following final inspections. Ongoing projects remain focused on structural repairs, HVAC upgrades, and preventative work ahead of the winter season.

Hazardous Material Remediation and Water Damage Repairs

- Multiple abatement and remediation projects completed through mid-September, including the restoration of previously vacated units.
- Final drywalling and plumbing completed at multiple abatement sites by late September, with post-construction inspections scheduled.
- Attic abatement and insulation replacement began September 22 and will conclude in early October.
- Clearance inspections conducted following completion at each abatement site.
- Continued environmental testing and clearance through Pinchin and Caliber for remaining fall abatement sites.

Doors, Siding, Painting, and Cosmetic Upgrades

- Exterior door installations completed September 5.
- Siding replacement completed September 5, with finishing work and touch-ups finalized mid-month.
- Additional quotes for painting projects submitted for review and awaiting budgetary approval.
- Masonry repair quote recommendations submitted for approval, with contractor selection expected in early October.

Roofing and Structural Projects

- Roofing and attic abatement initiated September 10 following approval; work remains ongoing into October.
- Structural drywalling and finish carpentry underway at multiple remediated units.
- Foundation repair work commenced at designated sites.
- Structural assessments and post-inspection coordination with contractors continued through late September.

Capital Projects

September 2025 cont'd...

HVAC, Electrical, and Generator Work

- Generator exhaust fabrication still pending completion for one remaining site.
- Mechanical repairs and plumbing deficiencies addressed and completed at several locations.
- ERV and RTU mechanical systems inspected and confirmed operational; independent control adjustments verified.

Landscaping and Site Enhancements

- Seasonal landscaping projects scheduled for fall, including installation of cedar privacy hedging.
- Remaining grading and surface work deferred to spring 2026 due to seasonal conditions.

Summary

The Capital team maintained strong progress through September, completing multiple abatement and siding projects while advancing fall roofing and structural work. Final inspections, contractor scheduling, and turnover coordination have positioned the portfolio well heading into Q4. All fall abatement and roofing work remain on track for completion by mid-October, with remaining electrical, generator, and cosmetic upgrades continuing into November.

Housing Programs

Social Housing Centralized Waitlist Report September 2025

	East Parry Sound	West Parry Sound	Total
Seniors	54	138	192
Families	175	492	667
Individuals	562	175	737
Total	791	805	1596
Total Waitlist Unduplicated			442



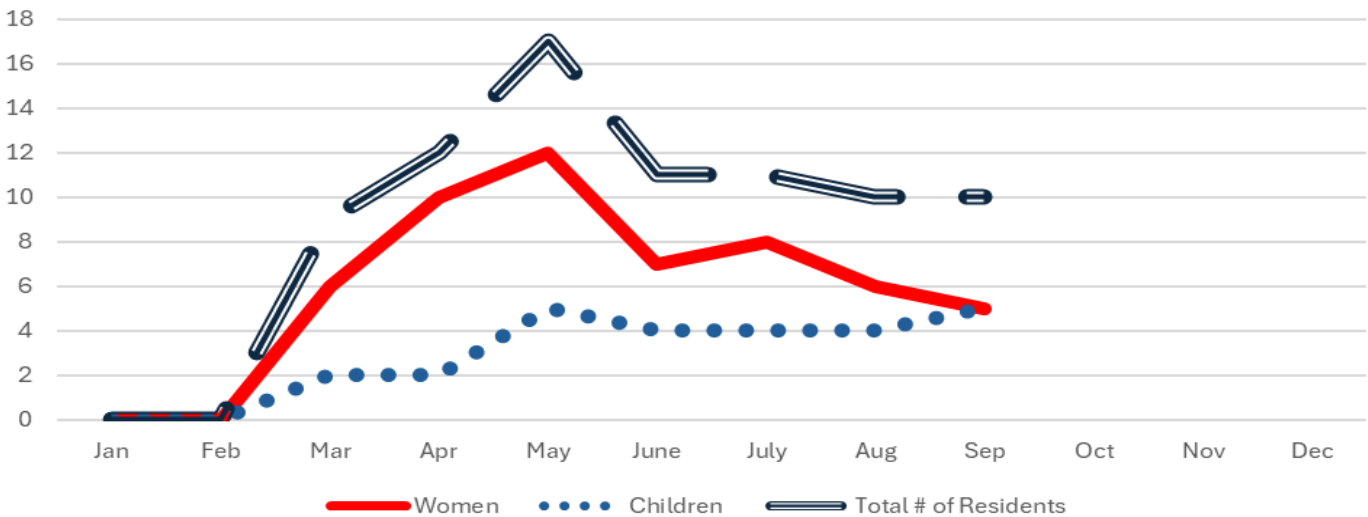
SPP = Special Priority Applicant

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

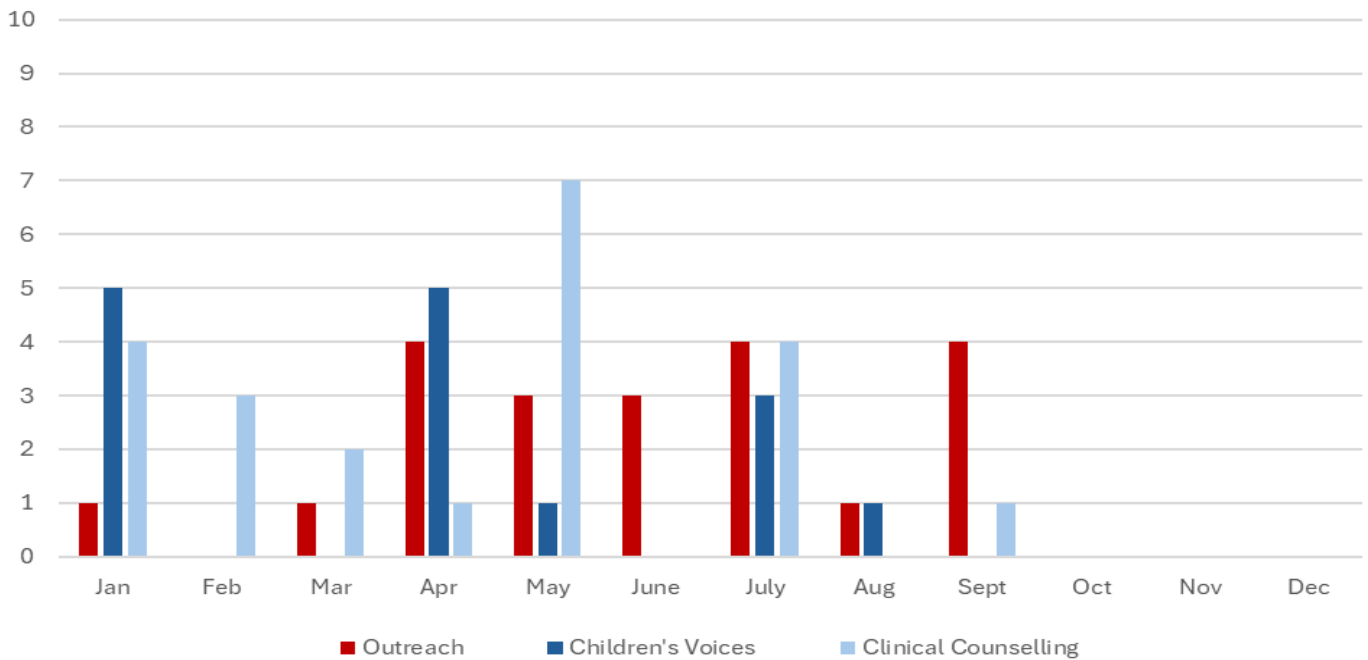
Month 2024	New App.	New SPP	Cancelled	Housed	SPP Housing	Month 2025	New App.	New SPP	Cancelled	Housed	SPP Housing
Jan	3		2	1		Jan	9	0	0	2	
Feb	5		11	1		Feb	8	0	2	3	
Mar	7		3	3		Mar	9	1	4	1	
Apr	10	1	7			Apr	6	1	10		
May	4	1	5	1		May	11		1	2	
June	1		15	3		June	12	2	1	2	
July	9	1	19			July	14			2	1
Aug	9	1	21			Aug	9	1	1	2	1
Sept	6		16	2		Sept	7	4	1	2	2
Oct	6		9	4		Oct					
Nov	10	1	17	3		Nov					
Dec	11		6	3	2	Dec					
Total	81	5	131	21	2	Total	85	9	20	16	4



Residential Program Participants



New Program Enrollments



Social Media Stats

Facebook –District of Parry Sound Social Services Administration Board	MAY 2025	JUNE 2025	JULY 2025	AUG 2025	SEPT 2025	OCT 2025
Total Page Followers	738	749	749	770	780	786
Post reach/views this period	3159	11,121	11,941	5,904	33,114	18,590
Post Engagement this Period (# of reactions, comments, shares)	501	77	75	37	211	138

Facebook -Esprit Place Family Resource Centre	MAY 2025	JUNE 2025	JULY 2025	AUG 2025	SEPT 2025	OCT 2025
Total Page Followers	225	225	225	229	229	229
Post reach/views this period	100	580	815	1,314	424	313
Post Engagement this Period (# of reactions, comments, shares)	22	10	0	27	2	3

DSSAB LinkedIN Stats https://bit.ly/2YyFHIE	MAY 2025	JUNE 2025	JULY 2025	AUG 2025	SEPT 2025	OCT 2025
Total Followers	548	551	558	561	561	563
Search Appearances (in last 7 days)	371	205	132	122	113	140
Total Page Views	52	35	22	26	27	44
Post Impressions	650	660	715	235	1092	2184
Total Unique Visitors	29	20	12	14	15	27

Instagram - Esprit Place Family Resource Centre https://www.instagram.com/espritplace/	MAY 2025	JUNE 2025	JULY 2025	AUG 2025	SEPT 2025	OCT 2025
Total Followers	104	105	107	109	112	114
# of accumulated posts	65	65	66	67	69	69