



Chief Administrative Officer's Report

September 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.

A decorative horizontal bar at the bottom of the page, consisting of a solid blue bar with a light blue curved shape on the right side.

Association of Municipalities of Ontario Conference (Ottawa, Aug 17-20, 2025)

At the recent Association of Municipalities of Ontario (AMO) Conference, the Northern Ontario Service Deliverers Association (NOSDA) held several key meetings with provincial ministries to advocate for priorities affecting Northern communities, with our CAO Tammy MacKenzie joining the delegation to ensure a strong voice for the North.

NOSDA representatives met with Ontario's Minister of Infrastructure, Kinga Surma, to speak up for Northern Ontario. We had previously urged the Minister to continue the momentum by making the regulation changes needed so DSSABs can access the Infrastructure Ontario Loan Program - ensuring fair access to financing, with each project assessed on its merit and risk. This step is vital for building the infrastructure our Northern communities need to thrive. She reported to us that our advocacy was successful and that the regulation changes will be made in the fall.



Pictured: Fern Dominelli (NOSDA Executive Director), Brian Marks (CAO, Cochrane DSB), Lynn Watson (NOSDA Vice-Chair), Michelle Boileau (NOSDA Chair), Minister Kinga Surma (Minister of Infrastructure), Mike Nadeau (CEO, Sault Ste. Marie DSSAB), Tammy MacKenzie (CAO, Parry Sound DSSAB), Donna Stewart (CAO, Manitoulin-Sudbury DSB), and Ken Ranta (CEO, Thunder Bay DSSAB).

NOSDA also met with Associate Minister Graydon Smith (Municipal Affairs and Housing) to advocate for Northern Ontario. We pressed for urgent and targeted action to address soaring homelessness in the North. Northern Ontario has seen homelessness rates rise by an estimated 204% since 2016 - four times faster than the rest of the province. Indigenous people represent nearly 45% of those experiencing chronic homelessness, and in some communities up to 80% of housing stock needs major repairs. To read more about our asks please visit : <https://shorturl.at/mHUQg>



Pictured: Tammy MacKenzie (CAO, Parry Sound DSSAB), Michelle Boileau (NOSDA Chair), Fern Dominelli (NOSDA Executive Director), Mike Nadeau (CEO, Sault Ste. Marie DSSAB), Graydon Smith (Associate Minister MMAH), Ken Ranta (CEO, Thunder Bay DSSAB), Lynn Watson (NOSDA Vice-Chair), Mark King (NOSDA Vice-Chair), and Charene Gilles (CAO, Rainy River DSB)

Association of Municipalities of Ontario Conference (Ottawa, Aug 17-20, 2025)

NOSDA representatives met with Vijay Thanigasalam, Associate Minister of Mental Health and Addictions. We emphasized the urgent need for stronger mental health and addictions supports in Northern Ontario, where limited resources and unique regional challenges demand tailored solutions. Ensuring accessible, culturally appropriate, and effective services is critical to supporting individuals, families, and communities across the North. Read more in our resolution here <https://nosda.net/.../2025-10 oh supportive housing...>



Pictured: Sarah Stevenson (CEO, Kenora DSB), Mike Nadeau (CEO, Sault Ste. Marie DSSAB), Fern Dominelli (NOSDA Executive Director), Ken Ranta (CEO, Thunder Bay DSSAB), Michelle Boileau (NOSDA Chair), Associate Minister Vijay Thanigasalam (Mental Health & Addictions), Lynn Watson (NOSDA Vice-Chair), Tammy MacKenzie (CAO, Parry Sound DSSAB), and Donna Stewart (CAO, Manitoulin-Sudbury DSB),

We also met with the Minister of Education Paul Calandra. In this discussion, we highlighted the need for a fair and sustainable funding formula under the Canada-Wide Early Learning and Child Care (CWELCC) system, ensuring Northern Ontario families have access to affordable, high-quality child care that reflects the realities of our region. For more information, see NOSDA's background on this issue: <https://nosda.net/.../2025-08 cwelcc funding formula.pdf>



Pictured (L-R): Charene Gilles (CAO, Rainy River DSB), Kevin Holland (Associate Minister of Forestry and Forest Products), Minister Paul Calandra (Minister of Education), Michelle Boileau (NOSDA Chair), Lynn Watson (NOSDA Vice-Chair), Mark King (NOSDA Vice-Chair), Fern Dominelli (NOSDA Executive Director), and Tammy MacKenzie (CAO, Parry Sound DSSAB).

‘Everyday Impact’

The Human Side of Housing

In the Housing Department, we often say that our work is about more than bricks and mortar - it's about people. A recent letter we received from a neighbour of one of our tenants is a powerful reminder of how the actions of our staff can make a lasting difference, even in the most unexpected moments.

When a tenant experienced a sudden medical emergency, several staff members immediately stepped in to provide comfort and care while awaiting emergency responders. **John McCormick**, Facility Maintenance Technician, did not hesitate to act. He provided a pillow and blanket, and sat with the tenant, offering words of reassurance.

While maintenance work is often thought of in terms of repairs and upkeep, John showed that it is also about human connection - being present, compassionate, and respectful to those who are often in vulnerable situations.

We recently received a heartfelt letter from a neighbour who witnessed the event. An excerpt is included below:

“Thank you, John, for your kindness in holding his hand, putting a pillow under his head and covering him with a blanket. All in all, thank you Housing for employing such good, kind people who reacted so perfectly today. Your love was on display this day.”

This touching story reminds us that the every day life of the Facility Maintenance Technician is not just about work orders and maintenance repairs - they are face to face with vulnerable people residing in community housing. Demonstrating compassion, humanity, and a genuine respect for dignity is a gift to the Housing Operations, and Service Management Department, and is very much appreciated.

We are grateful to John and of our staff who step up in these critical moments such as this, reminding us that our collective impact goes far beyond the physical walls of housing. It extends into the lives of the people who call our facilities home.



Licensed Child Care Programs

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

Age Group	Fairview ELCC	First Steps ELCC	Highlands ELCC	Waubee ELCC	HCCP	Total
Infant (0-18M)	0	1	0	1	5	7
Toddler (18-30M)	11	6	4	16	31	68
Preschool (30M-4Y)	16	13	27	39	46	141
# of Active Children	27	20	31	56	82	216

The Home Child Care Program has approved a new home on the east side of the district offering an additional 6 spaces. Programming in all child care centres has pivoted to the outdoors taking advantage of the beautiful summer weather.

School Age Programs April 2025

Location	Enrollment
Mapleridge After School	N/A
Mapleridge Before School	N/A
Mapleridge Summer Program	13
Sundridge Centennial After School	Closed
Home Child Care	39
# of Active Children	52



The Mapleridge Summer Program is operating at capacity again this summer with a focus on active play exploring the community and the environment.

Inclusion Support Services July 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	11	16	24	0	0	0
Preschool (30M-4Y)	9	42	51	49	3	2	1
School Age (4Y+)	0	16	16	26	0	0	0
Monthly Total	14	70	84		3	2	1
YTD Total	21	79		102	22	33	13

EarlyON Child and Family Programs—July 2025

Activity	Apr 2025	May 2025	Jun 2025	Jul 2025	YTD
Number of Child Visits	961	1075	864	754	6115
Number of Unique Children Attending			184 YTD		
Number of Adult Visits	752	831	688	582	4823
Number of Unique Adults Attending			158 YTD		
Number of Professionals (NEW stat July 2025)				21	21
Number of Virtual Programming Events	8	6	10	8	54
Number of Engagements through Social Media	68	129	117	102	820
Number of Views through Social Media	8,175	11,253	14,644	21,627	128,886

On June 30, 2025, the EarlyON program implemented the Event Registration & Attendance Manager - ERAM system. This allows parents/caregivers an easier way to sign into programs through out the district and allows EarlyON staff to electronically create events and electronically collect attendance. As we transition to this new model, our statistics reported may take on a new look.

Funding Sources for District Wide Childcare Spaces - July 2025

Funding Source - Active	# of Children	# of Families
CWELCC*	33	32
CWELCC Full Fee	225	220
Extended Day Fee Subsidy	16	16
Fee Subsidy	71	53
Full Fee	10	10
Ontario Works	3	3
Total	358	334

Funding Source - New	# of Children	# of Families
CWELCC*	2	2
CWELCC Full Fee	12	12
Extended Day Fee Subsidy	16	16
Fee Subsidy	71	53
Full Fee	10	10
Ontario Works	3	3
Total	358	334

Exits	# of Children	# of Families
Fee Subsidy	1	1
CWELCC Full Fee	2	2
Extended Day Fee Subsidy	0	0
Fee Subsidy	0	0
Full Fee	0	0
Ontario Works	0	0
Total	3	3

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 July 2025

Number of Unique Children on the Application Portal

690

Children who Identify as Indigenous

68

Children Identifying Francophone Relatives

48

Prenatal Children

88

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

641

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

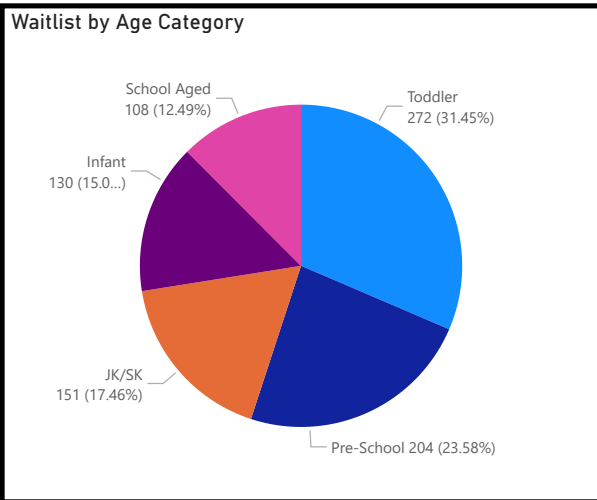
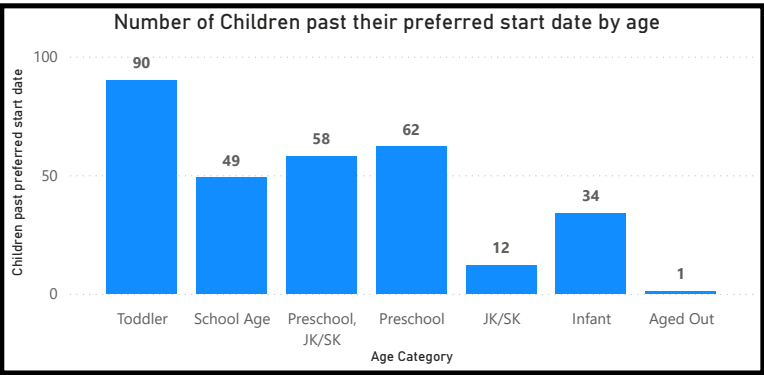
July

Additions to Application Portal

60

Total Number of Children past preferred start date (Unique)

310

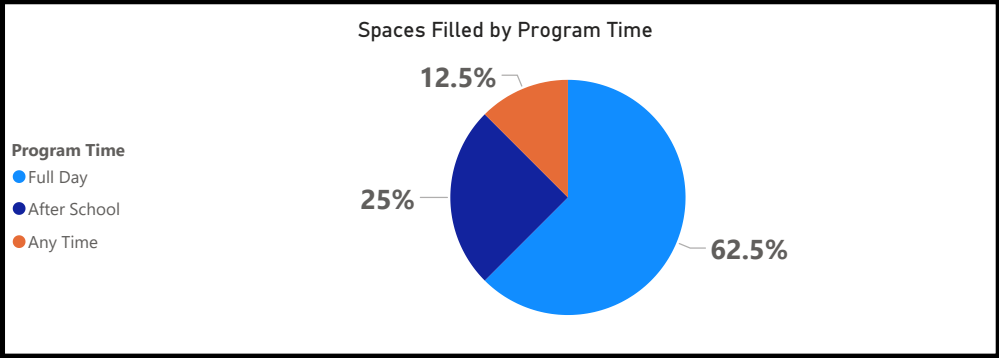
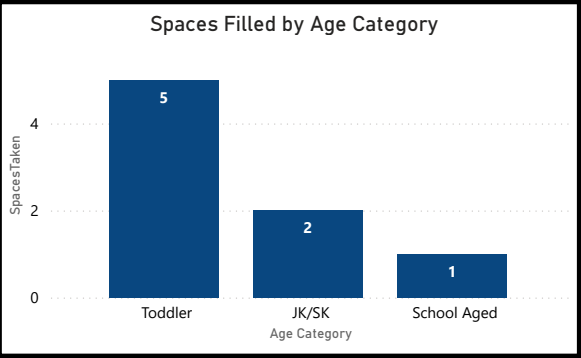


Year

2025

Month

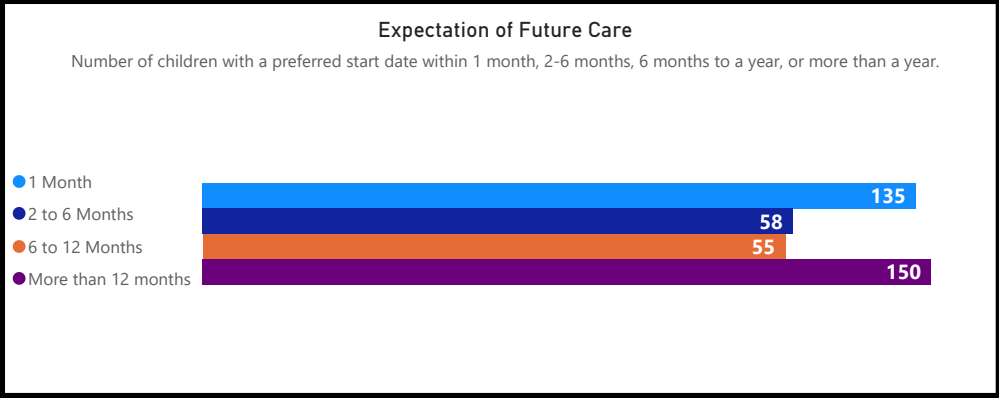
July

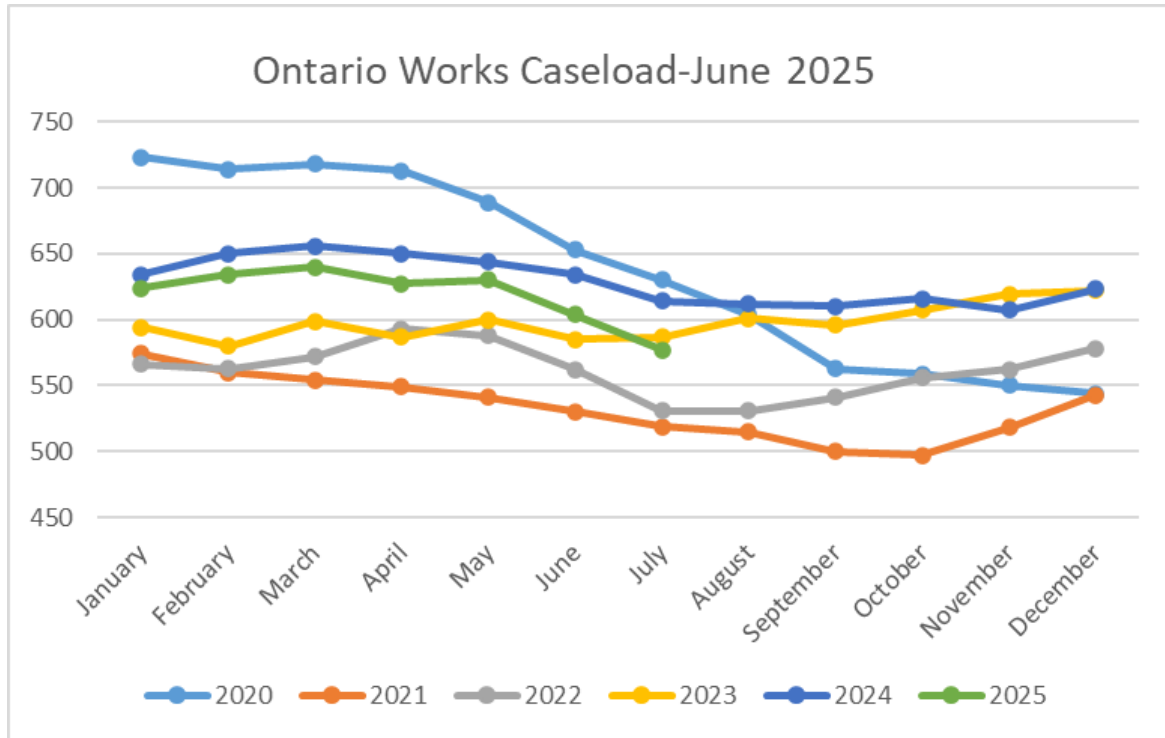


Children Placed	Spaces Filled
8	8

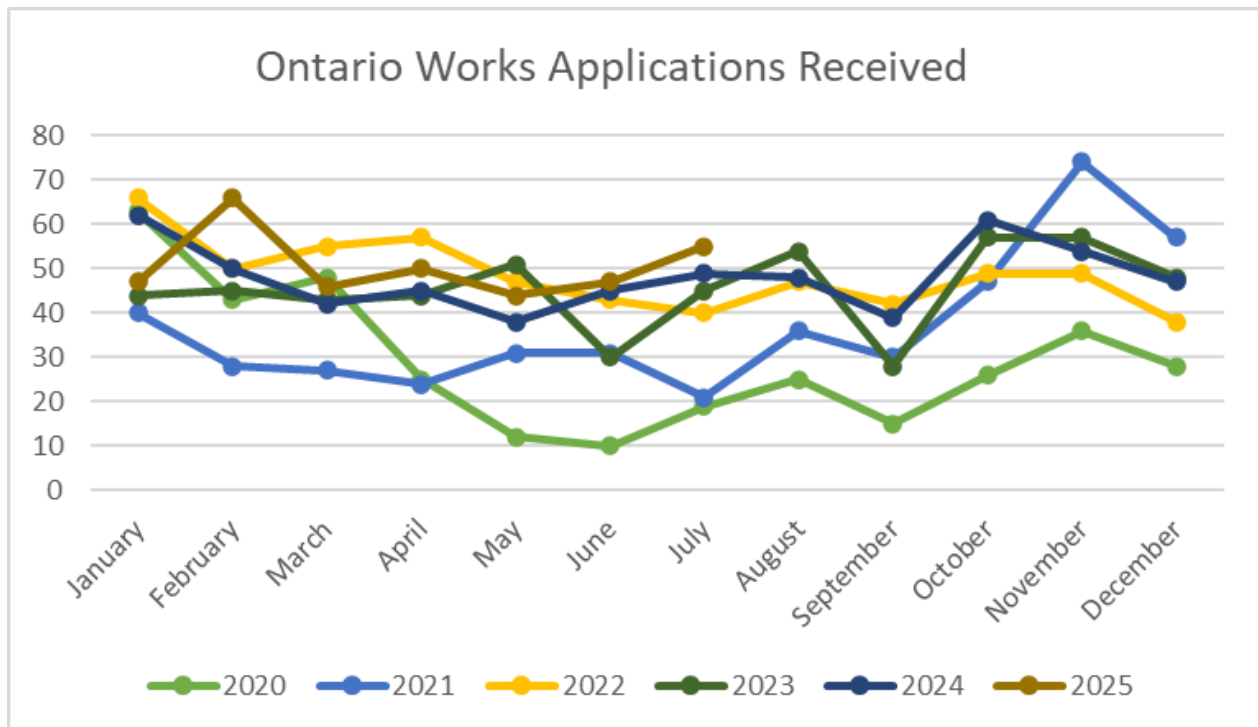
Children Placed - The number of unique children placed in a program.

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.

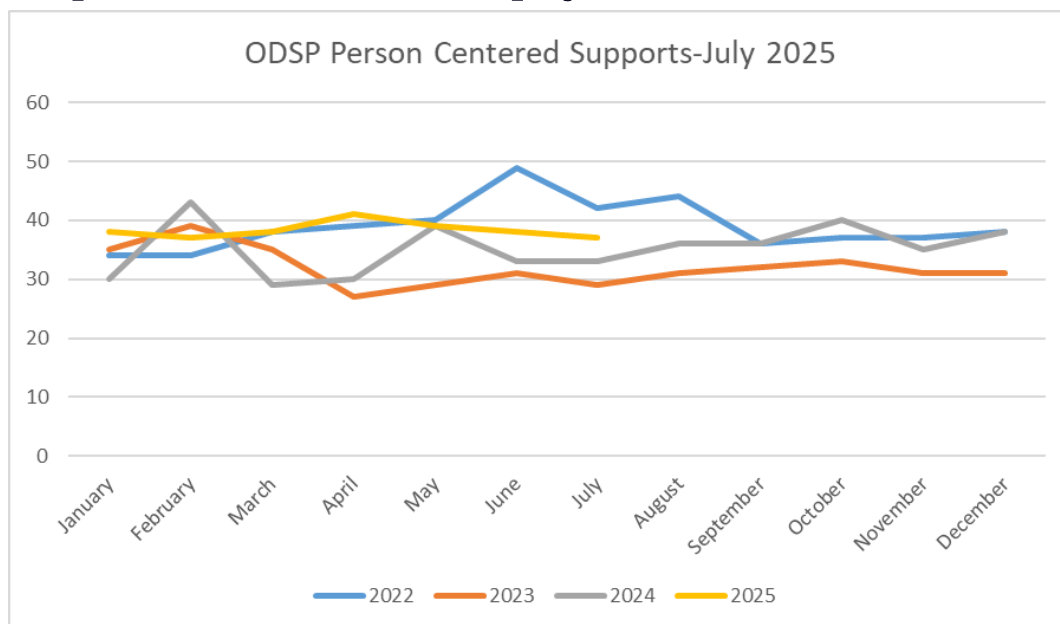




Ontario Works Intake - Social Assistance Digital Application (SADA) & Local Office **Ontario Works Applications Received**



ODSP Participants in Ontario Works Employment Assistance



The OW Caseload continue to hold steady at **577** cases(**867** beneficiaries). We are providing **37** ODSP participants Person-Centred Supports. We also have **61** Temporary Care Assistance cases. **55** applications were received through the province's Ontario Works Intake Unit (OWIU).

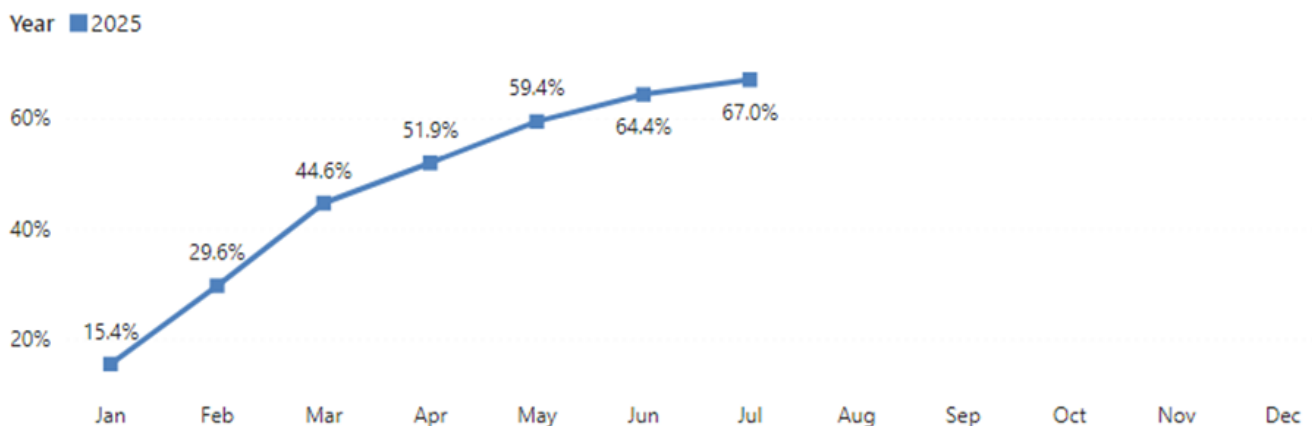
Employment Services Transformation & Performance Outcomes

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

% with an Action Plan created

Percentage of OW + NDA Members with mandatory participation requirements...



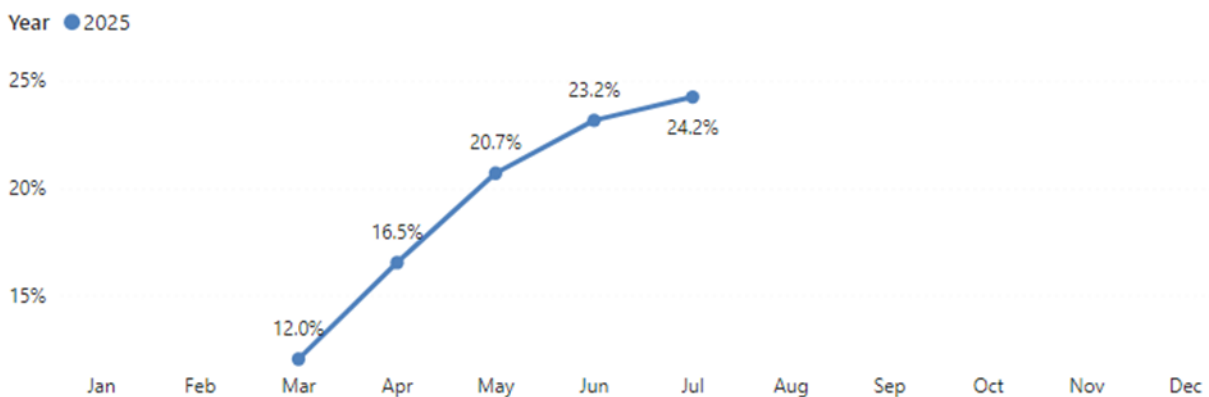
Provincial Average— 70.1%

Target-100%

**NDA refers to ODSP participants

Referrals to Employment Ontario

Percentage of OW + NDA Members with mandatory participation requirements...



Provincial Average 20.8%

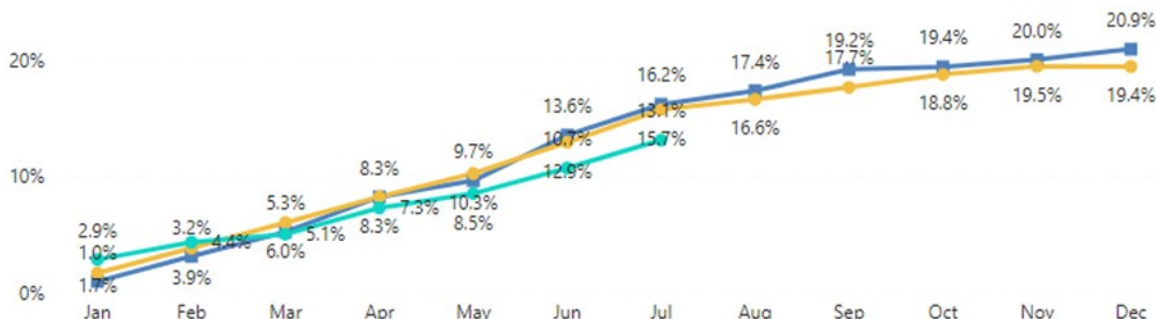
Target 32%

**NDA refers to ODSP participants

% Exiting to Employment

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

Year ■ 2023 ■ 2024 ■ 2025



Provincial Average 6.6%

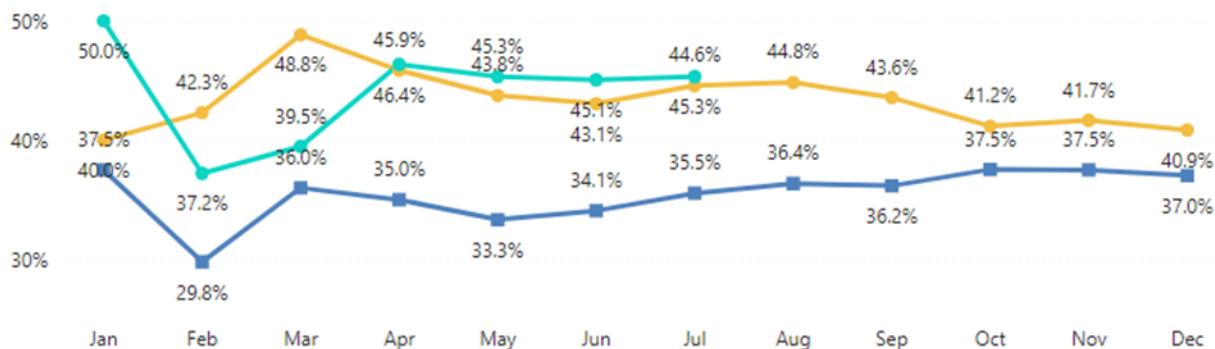
Target 22%

**NDA refers to ODSP participants

% of OW Cases Exit the Program and Return within One Year

Percentage of Ontario Works cases who exit the program and return within one...

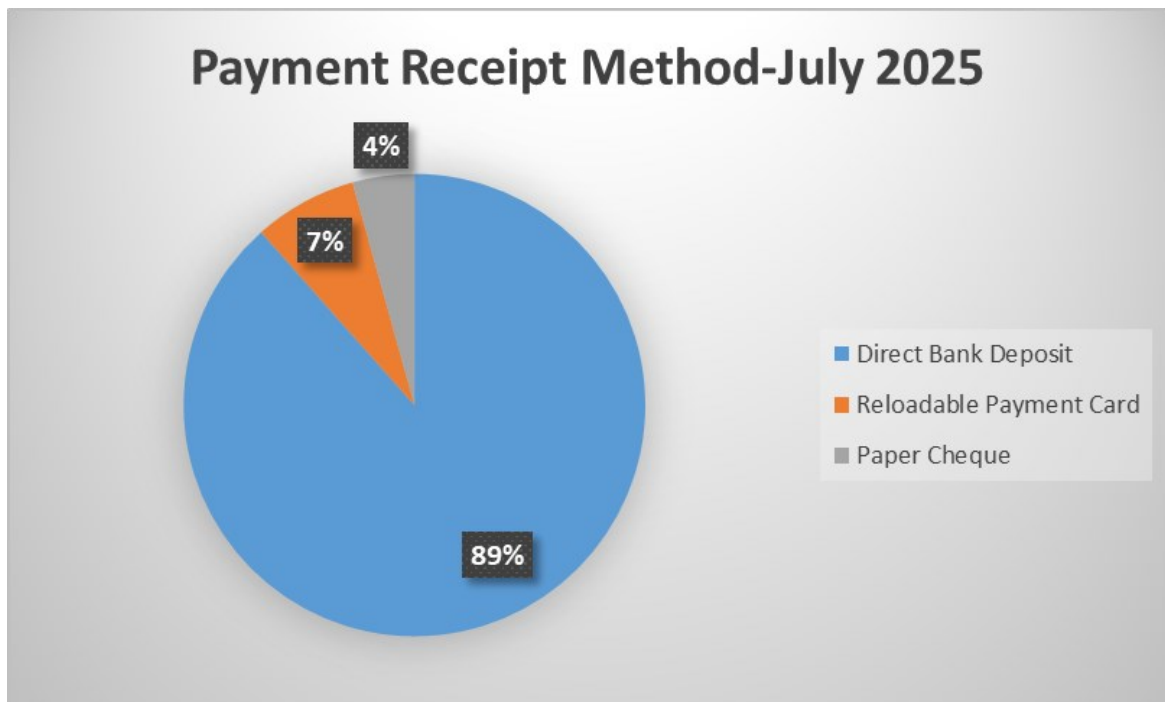
Year ■ 2023 ■ 2024 ■ 2025



Provincial Average: 32.1%

Target: 35%

DBD Enrollment

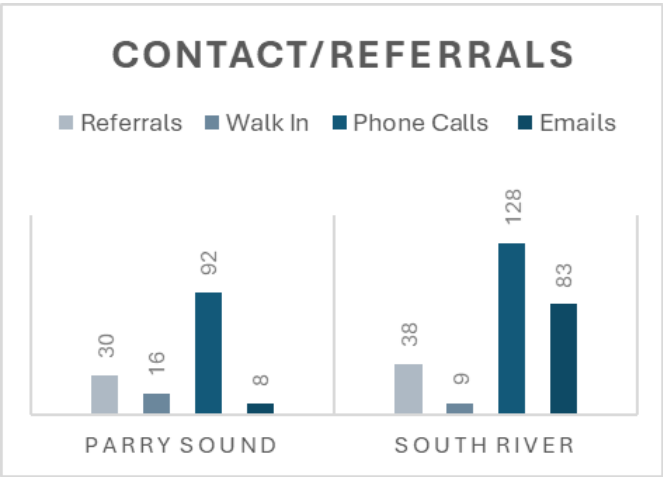


Income Support & Stability Update

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.

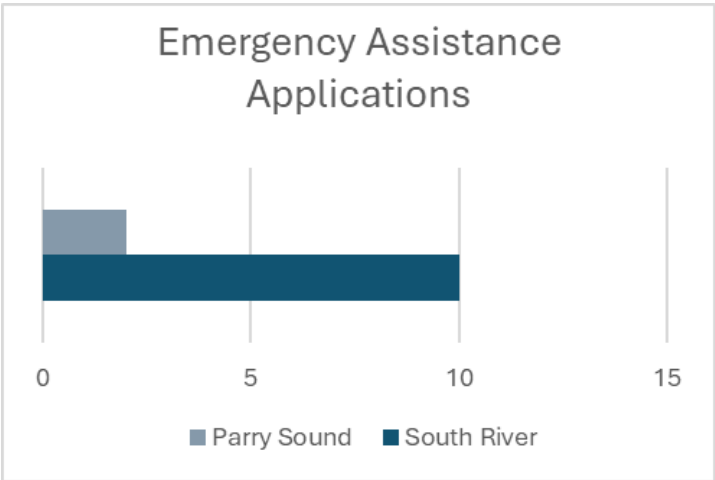
Contact / Referrals – July 2025

The data collected is initial contact made with a client to determine eligibility for on going support. This includes ongoing Housing Stability and Ontario Works cases.



Emergency Assistance Applications— July 2025

An application can be created when the applicant is not currently in receipt of social assistance, or not serving a period of ineligibility. Administrator also must be satisfied the applicant to the best of their ability made a reasonable effort to access other resources.



Client Referrals

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

July 2025	East	West	YTD
Homeless	0	0	32
At Risk	2	3	123
Program Total (Esprit In Shelter Clients calculated in Homelessness Numbers)			
Esprit in Shelter	1		5

Short Term Housing Allowance

Max of \$400 for 6 months

	Active	YTD
July	0	27

Household Income Sources and Issuance from Homelessness Prevention Programs Funding (HPP)

July 2025 Income Source	Total	HPP
Senior	4	\$3,688.87
ODSP	10	\$5,001.11
Ontario Works	21	\$13,765.37
Low Income	3	\$2,216.95
No Income		

July 2025 Reason for Issue	Total
Rental Arrears	\$9,716.76
Utilities/Firewood	\$8,692.87
Transportation	\$550.00
Food/Household/Misc.	\$5,712.67
Emergency Housing	
Total	\$24,672.30

By-Name List Data

September 1, 2021– July 31, 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.

Item	Month	Total as of Previous Month	Percentage Change	Total	Percentage Housed Lifetime
New to BNL	2	88	2.2727273	90	
Returned from Inactive	1	3	33.333333	4	
Moved to Chronic Homelessness	1	40	2.5	41	
Moved to Housing Total	6	281	2.1352313	287	56.0546875
Moved to Housing Chronic-Total	1	85	1.1764706	86	29.96515679
Moved to Housing Chronic-YTD	1	5	20	6	6.976744186
Returned to BNL from Housing	0	7	0	7	
New to Inactive	3	121	2.4793388	124	
Total on BNL	12	89	13.483146	101	
Net new to BNL	-6			-6	
Net new to Chronic	0			0	
As of July 31, 2025					

Housing Programs

Social Housing Centralized Waitlist Report July 2025

	East Parry Sound	West Parry Sound	Total
Seniors	52	137	189
Families	170	487	657
Individuals	554	173	727
Total	776	797	1573
Total Waitlist Unduplicated			432



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		1	2	1
Aug	9	1	21			Aug					
Sept	6		16	2		Sept					
Oct	6		9	4		Oct					
Nov	10	1	17	3		Nov					
Dec	11		6	3	2	Dec					
Total	81	5	131	21	2	Total	69	4	19	12	1

Housing Programs saw fourteen approved applications to the centralized waitlist in the month of July. One application was cancelled due to the applicant requesting their application be cancelled. Two applicants were housed from the waitlist in June, one held Special Priority Status. Our team also received several special priority applications in July, which are still in progress of determining eligibility, or were already processed and were found ineligible.

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

	Current	YTD
Move outs	2	14
Move in (centralized waitlist along with internal transfers)	2	17
L1/L2 hearings	1	13
N4 Delivered to tenant or filed with the LTB– Notice of eviction for non-payment of rent	0	5
N5 Filed with the LTB– notice of eviction disturbing the quiet enjoyment of the other occupants	0	5
N6 Filed with the LTB –notice of eviction for illegal acts or misrepresenting income for RGI housing	0	0
N7 Filed with the LTB – notice of eviction for willful damage to unit	0	0
Repayment agreements (formal & informal)	1	12
No Trespass Order	0	0
Tenant Home Visits	86	301
Mediation/Negotiation/Referrals	23	124
Tenant Engagements/Education	4	17

Property Maintenance

July 2025

Pest Control		3 Buildings are currently being monitored monthly for bedbugs. There are 2 active units.
Vacant Units	6	5 one-bedroom, 1- multiple bedrooms (asbestos abatement, and significant repair contributes to longer vacancy times)
Vacant Units - The Meadow View	8	4 market, 4 affordable units available
After Hours Calls	12	monitoring station offline, unit power loss, smoke alarm battery, flooded basement, refrigerator repair, elevator door sticking, lock out, leaking toilet, tenant dispute, hot water tank repair
Work Orders	174	Work orders are created for our staff to complete routine maintenance repairs for all DSSAB/LHC Buildings
Purchase Orders	96	Purchase Orders are for services, and materials required outside of the Housing Operations Department scope of work for the LHC properties
Fire Inspections	0	Annual fire suppression inspection completed on a 6-storey senior building
Annual Inspections	78	Annual inspections continue across the district
Incident Reports		

Capital Projects

July 2025

During the month of July, the Capital Program was busy with the following:

Completion Updates:

July Quick Summary:

- Unit remediations (multiple sites)
- Fencing removal
- Rekey
- Backflow valve & preventers
- Asbestos removal and security/door upgrades
- Electrical upgrades

Doors and Exterior Upgrades:

- Doors for apartment building are currently in production. Installation is expected for the end of summer (Doors arrive Aug. 1; installation to be scheduled after painting)
- In the process of receiving quotes for drainage repairs at a daycare
- District-wide repaving quotes extension granted into July
- In the process of determining the feasibility of an additional playground at a daycare.

HVAC, mechanical, and Duct Maintenance:

- Duct cleaning has been completed for the East Side (May 2025). West Side duct cleaning is scheduled for completion in August 2025
- In the process of assessing the remaining (45 units) HVAC repairs required an apartment building.
- In the process of receiving three quotes for the replacement of the backup domestic hot water tank at an apartment building.

Siding Projects:

- Siding work on a family duplex will commence August 13, 2025
- In the process of receiving siding replacement quotes for additional family duplexes
- Building siding project awarded. Work to commence at the end of summer 2025.

Electrical Maintenance/Upgrades:

- In the process of receiving quotes for a generator installation for a Daycare
- Generator repairs at two buildings have passed inspections.
- Building generator exhaust is being installed in the summer of 2025.

Hazardous Material Remediation:

- Four additional units containing asbestos and mold remediation were added in July and anticipated for August

Capital Projects

July 2025 continued...

Structural and Infrastructure Assessments:

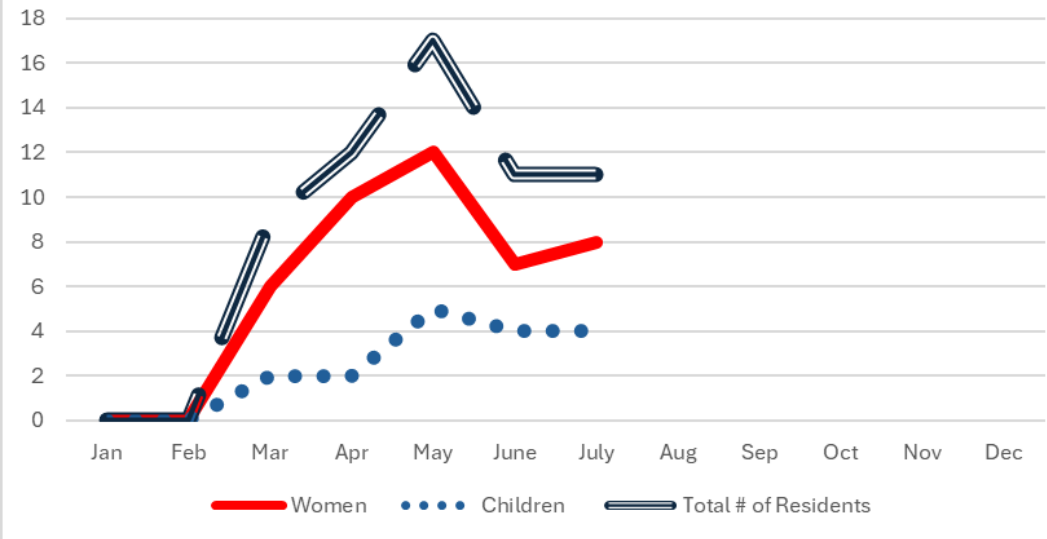
- Family Unit: Awaiting Pinchin's environmental report received; awaiting Environmental contractor quotes
- Family units: Foundation damage repair work commencing August 18th, 2025
- Building Unit - Structural repairs are ongoing with specialized contractors retained. Tentative completion anticipated for the end of 2025
- Building: Site meeting taking place August 14th, 2025, for the replacement of the main water shut-off valve, possible installation of a water meter, and backflow prevention equipment. Start date TBD
- Engineering inspections are conducted for structural components at Admin Office Work to be scheduled in conjunction with building repairs required.
- Engineering inspections have been conducted for structural components at a family unit.

Roofing and Eavestrough Projects:

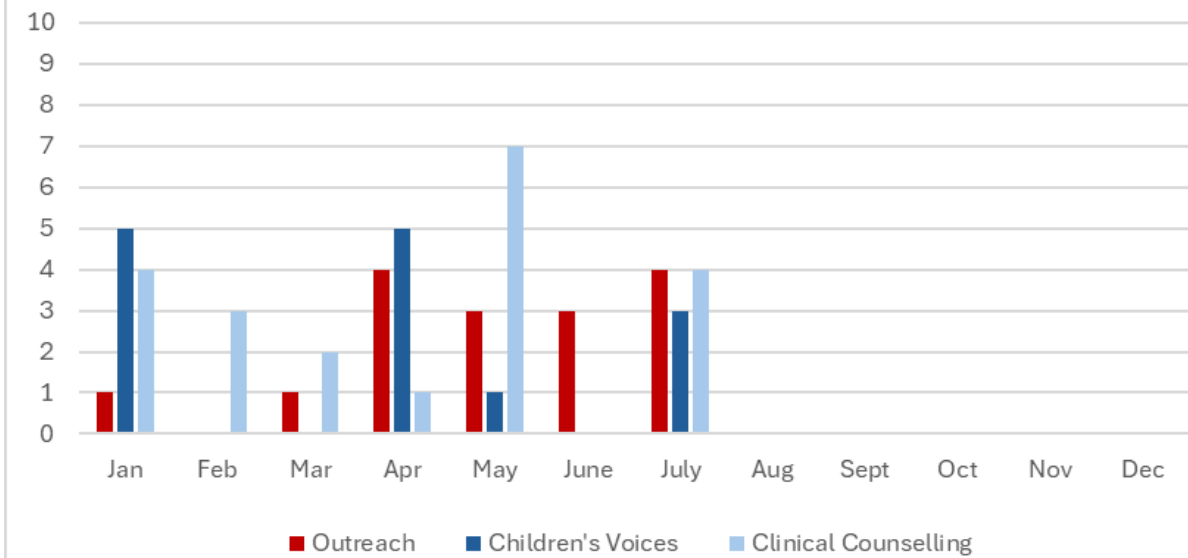
- District-wide roofing inspections and replacements progressed; budget adjustments were made for future projects (No change)
- The roof tender was awarded by the Board, work to commenced on August 18th and are anticipated to take 6-7 working days
- The Canopy roof serving the front entrance and vestibule area at an apartment building is scheduled to be replaced on August 25th and is anticipated to take 4-5 working days



Residential Program Participants



New Program Enrollments



Social Media Stats

Facebook –District of Parry Sound Social Services Administration Board	FEB 2025	MAR 2025	APR 2025	MAY 2025	JUNE 2025	JULY 2025
Total Page Followers	713	721	731	738	749	749
Post Reach this Period (# of people who saw post)	4923	7739	3660	3159	11,121	11,941
Post Engagement this Period (# of reactions, comments, shares)	697	788	40	501	77	75

Facebook -Esprit Place Family Resource Centre	FEB 2025	MAR 2025	APR 2025	MAY 2025	JUNE 2025	JULY 2025
Total Page Followers	214	217	220	225	225	225
Post Reach this Period (# of people who saw post)	608	998	1214	100	580	815
Post Engagement this Period (# of reactions, comments, shares)	12	65	94	22	10	0

DSSAB LinkedIn Stats https://bit.ly/2YyFHIE	FEB 2025	MAR 2025	APR 2025	MAY 2025	JUNE 2025	JULY 2025
Total Followers	519	525	537	548	551	558
Search Appearances (in last 7 days)	72	131	187	371	205	132
Total Page Views	46	34	37	52	35	22
Post Impressions	1030	632	843	650	660	715
Total Unique Visitors	22	19	21	29	20	12

Instagram - Esprit Place Family Resource Centre https://www.instagram.com/espritplace/	FEB 2025	MAR 2025	APR 2025	MAY 2025	JUNE 2025	JULY 2025
Total Followers	101	103	104	104	105	107
# of accumulated posts	63	64	65	65	65	66