

CORPORATION OF THE TOWNSHIP OF MCKELLAR

January 27, 2026 – 6:30 p.m.

AGENDA

Topic: Regular Meeting of Council

Time: January 27, 2026, 6:30 P.M. (Closed Session @ 6:00 p.m.)

Location: Council Chambers, 701 Highway 124, McKellar, ON P0G 1C0

Join Zoom Meeting

<https://us06web.zoom.us/j/81494125432>

Dial by your location	26-018	1 st Resolution
+1 647 374 4685 Canada	2026-03	1 st By-law
+1 647 558 0588 Canada		

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **DECLARATIONS OF PECUNIARY AND/OR PERSONAL INTEREST AND GENERAL NATURE THEREOF**
4. **ADOPTION OF AGENDA**
5. **CLOSED SESSION**
 - 5.1 Minutes of Closed Session – January 13, 2026;
 - 5.2 Personal matters about an identifiable individual, including Municipal or local board employees, pursuant to Ontario Municipal Act, Section 239(2)(b) – OPP Detachment Board
6. **CALL TO ORDER**
7. **RESPECT AND ACKNOWLEDGMENT DECLARATION**

In the spirit of reconciliation and co-operation, we wish to acknowledge that the land on which we gather is the traditional territory of the Anishinaabe and Mississauga people. Its boundaries fall within the Robinson-Huron Treaty of 1850 and the Williams Treaty of 1923. We are grateful to live here and we thank all the generations of people who have taken care of this land for thousands of years. To honour the suffering of Indigenous people and the love and wisdom they have carried for thousands of years, we pledge to work in community and harmony with each other and the environment we inhabit and work towards Truth and Reconciliation.
8. **ROLL CALL - REGULAR SESSION 6:30pm (Public can join via Zoom)**

- 9. DECLARATIONS OF PECUNIARY AND/OR PERSONAL INTEREST AND GENERAL NATURE THEREOF**
- 10. PUBLIC MEETING**
- 11. DELEGATIONS AND PRESENTATIONS**
 - 11.1 Parry Sound Area Chamber of Commerce – Chris McDonald – Request for Municipal Contribution
 - 11.2 West Parry Sound Ontario Health Team – Ellen Walker, Executive Director – Update on access and attachment to primary care in the West Parry Sound area
 - 11.3 North Bay-Mattawa Conservation Authority – Kris Rivard, Chief Building Official
- 12. COMMITTEE OF THE WHOLE**
- 13. MOTION TO REVIEW A PREVIOUS MOTION**
- 14. ADOPTION OF MINUTES OF PREVIOUS MEETING(S)**
 - 14.1 Minutes of the January 13, 2026, Regular Meeting of Council
- 15. PLANNING MATTERS**
- 16. COMMITTEE/BOARD MINUTES WITH RECOMMENDATIONS FOR APPROVAL**
 - 16.1 Lake Stewardship and Environmental Committee Meeting Minutes for December 18, 2025
- 17. STAFF REPORTS WITH RECOMMENDATIONS FOR APPROVAL**
 - 17.1 ADMIN-2026-01 – Township Website Platform Transition
 - 17.2 T-1-2026 – Tax Arrears Status as of December 31, 2025
 - 17.3 Accounts Payable Preliminary Cheque Run Report for December 2025
- 18. MAYOR'S REPORT**
- 19. CORRESPONDENCE FOR CONSIDERATION**
 - 19.1 Municipality of McDougall and Town of Parry Sound Request for Near North District School Board to replace Parry Sound High School Tennis Courts
 - 19.2 Whitestone McKellar Lions Club – Requesting permission to place Christmas Hamper and Toy donation boxes from November through to December 19, 2026, at the McKellar Community Centre and Library
- 20. MOTION AND NOTICE OF MOTION**
- 21. BY-LAWS**

- 21.1 By-law No. 2026-03 - Being a By-law to authorize the Borrowing of Money to Meet Current Expenditures of the Council of the Corporation of the Township of McKellar
- 21.2 By-law No. 2026-04 – Being a By-law to Levy Certain Interim Rates, Taxes and Charges for the Year 2026
- 21.3 By-law No. 2026-05 – Being a By-law to Set Tax Ratios for Municipal Purposes for the Year 2026

22. UNFINISHED BUSINESS

- 22.1 Unfinished Business as of January 27, 2026

23. NEW BUSINESS

24. PUBLIC NOTICES, ANNOUNCEMENTS, INQUIRIES AND REPORTS BY COUNCIL MEMBERS

25. CONSENT AGENDA – CORRESPONDENCE

- 25.1 Town of Parry Sound – Resolution 2025-173 Support Repeal of Amendment to Canada Post Corporations Act Affecting Libraries – December 16, 2025
- 25.2 District of Parry Sound Social Services Administration Board – 2026 Operating and Capital Budget, 2026 Levy Apportionment Schedule & Municipal Levy Allocation – December 11, 2025
- 25.3 Ministry of the Attorney General – Updates to “Tailgate Event” Permits under the *Liquor Licence and Control Act, 2019* – January 13, 2026
- 25.4 AMO Policy Update – Conservation Authority Transformation Advocacy, Bill 75 Submission – January 9, 2026
- 25.5 AMO Watchfile – January 8, 2026 & January 15, 2026
- 25.6 Ministry of Agriculture, Food and Agribusiness – 2026 Agricultural Impact Assessment (AIA) Guidance Document now available – January 12, 2026
- 25.7 FONOM (Federation of Northern Ontario Municipalities) – For Immediate Release – Homelessness Crisis Accelerating in Northern Ontario, FONOM Urges Provincial Action on Mental Health and Addictions – January 13, 2026
- 25.8 Township of the Archipelago – Opposition of Bill C-15, including the potential end of reduced postage rates for libraries
- 25.9 Township of the Archipelago – Request for the Replacement of Tennis Courts at the Parry Sound JK-Grade 12 School
- 25.10 District of Parry Sound Social Services Administration Board – Chief Administrative Officer’s Report – January 2026

26. QUESTION/COMMENT PERIOD (RELATED TO ITEMS ON AGENDA)

27. CONFIRMING BY-LAW

- 27.1 By-law 2026-06 Confirming the Proceedings of Council

28. ADJOURNMENT

Instructions for Joining the Council Meeting

1. Please try to sign in between 6:20 p.m. to 6:30 p.m. if possible; you are still welcome to sign in after 6:30 p.m. if necessary.
2. Please wait to be let in the 'meeting room'; this won't take long.
3. Please have your mic and video on mute unless you are speaking; this ensures there are no distractions or background noise to disrupt the meeting.
4. When you sign in, please sign in with your full name (first and last), not a company name.
5. A question-and-answer opportunity will be available at the end of the meeting, as per normal protocol, or during the Public Meeting.
6. If you have permission to speak please identify yourself (first and last name).
7. Please respect meeting protocol and do not interrupt the meeting. The Municipality reserves the right to remove attendees who are disruptive or disrespect meeting protocol.



Good evening, and thank you for the opportunity to share an update on the work of the Parry Sound Area Chamber of Commerce over the past year, and our plans as we move into 2026.

For more than 127 years, the Parry Sound Area Chamber of Commerce has been a driving force for business support, consulting, and economic development across the West Parry Sound District. We are proud to represent a diverse region that stretches from Pointe au Baril in the north to MacTier in the south and Magnetawan in the east. Our work extends well beyond our membership, supporting local organizations, not-for-profits, and even the general public with the shared goal of fostering a stronger, more connected business community.

Over the past year, the Chamber has continued to strengthen its position as a key business resource for both new and established entrepreneurs. We've guided countless individuals toward funding and grant opportunities, connected them with professional development workshops, and provided hands-on support for marketing, advertising, and social media management. Our staff have worked directly with members to create custom promotional campaigns, improve their digital presence, and build the skills necessary to remain competitive in a changing market.

We are also proud to continue offering Group Insurance benefits through the Chamber Plan, and to facilitate networking opportunities that encourage collaboration and shared success. Beyond day-to-day business services, we continue to act as a bridge between local businesses and government, helping to advocate for fair policy, and supporting our members as they navigate challenges in staffing, housing, and regulation.

This past year, our Chamber took major steps in revitalizing our outreach and engagement. Our Business of the Week program has become one of our most popular initiatives, celebrating local success stories and shining a spotlight on the incredible variety of businesses that make up our community. The Shop Local and Work Local programs have also grown significantly, helping to connect job seekers with local employers while addressing the ongoing need for staff housing and seasonal accommodations.

Another important focus this year has been collaboration. The Chamber has continued to work closely with our municipal partners, business leaders, and local organizations to develop creative solutions for economic development and community growth. We regularly meet with municipal councils and maintain an active advisory board made up of local representatives who provide invaluable insight and updates from their communities. This partnership-based approach ensures that the voice of business remains part of every major local discussion and decision.

Internally, the Chamber's rebuilding process has produced exceptional results. We now have nearly 290 active members, and our newsletter subscribers continue to grow past 620. Our social media reach is stronger than ever, with over 3,600 Facebook followers, 1,300 on Instagram, 750 on LinkedIn, and more than 7,000 members in our Parry Sound and Area Business Marketplace group.

These digital tools have become vital platforms for connecting, sharing opportunities, and celebrating success stories from across the region.

Our monthly newsletter remains one of the most valued resources for our members and subscribers, providing up-to-date information on grants, funding programs, training opportunities, and Chamber events. It also serves as a space to welcome new members, highlight milestones, and promote the sense of community that defines the Parry Sound area.

Behind the scenes, we've made important strides toward digital modernization. We've upgraded our website, improved our communication systems, and created new marketing templates and resources that allow our members to promote themselves more effectively. These efforts are all part of our broader goal to ensure that local businesses have access to the same tools and advantages as those in larger urban centres.

As a not-for-profit organization, the Chamber operates entirely on membership dues, affinity programs, municipal contributions, and a few annual fundraising events. We are guided by a working Board of Directors and supported by two in office staff members who manage our day-to-day operations, community events, and advocacy initiatives. Together, this small but committed team has been able to achieve a level of impact that we are very proud of, and we are deeply grateful for the support of our municipal partners that makes this possible.

Looking Ahead to 2026

As we approach our 128th year, we are excited about what lies ahead. The Chamber is entering a new phase of innovation and modernization. One of our key focuses will be the integration of artificial intelligence tools to enhance business efficiency, communication, and marketing support for our members. We plan to host a new AI learning series—offering workshops and demonstrations to help local businesses understand and apply emerging technologies in practical, cost-effective ways.

We are also expanding our industry-specific networking events, beginning with sessions tailored to the Trades and Construction sectors. These targeted gatherings will help address the unique challenges facing local trades professionals, builders, and suppliers—creating opportunities for collaboration, workforce development, and partnership within these high-demand industries.

At the same time, we recognize that our local business community continues to face external economic pressures. In 2026, the Chamber will be paying close attention to the evolving landscape of trade tariffs and the challenges they pose to local businesses—particularly those in manufacturing, supply, and retail sectors. Our advocacy work will focus on helping members navigate these impacts, access available supports, and strengthen their resilience in an uncertain trade environment.

In addition, we'll continue to strengthen our partnerships with local schools, employment agencies, and housing providers to support workforce attraction and retention. We'll also be reintroducing more in-person learning sessions, roundtables, and collaborative business forums designed to connect local entrepreneurs, foster innovation, and promote regional economic growth.

To continue this important work, we are requesting a financial contribution of \$1200 for the coming year. This support will allow us to maintain our current level of service, continue our advocacy efforts, and build on the progress we've made in strengthening our local economy. The contribution



Dear Township of McKellar Mayor and Council:

Please consider this letter a request to Council to make provision in the 2026 Budget to support the activities of the Parry Sound Area Chamber of Commerce once again.

The Parry Sound Area Chamber of Commerce is the independent, consolidated voice of business for the entire district, and the channel for our collective commercial success. Your support allows us to focus on our mandate to support local businesses through advocacy, education, connections and access to services and benefits, rather than focus on revenue-generating activities.

In the past year we have continued to grow as an organization. Advocacy, membership, and community involvement have been at the forefront of our daily operations. The Chamber has also been forging economic relationships in efforts to attract new business to the area and support them upon establishment in the Parry Sound district.

Our programs and services directly benefit not only the businesses located in your municipality, but in the surrounding municipalities that have a direct impact on your area. We have increased our membership this year, while retaining a high percentage of last year's participants in your municipality. This is a good stride in the confidence that our organization exudes for this municipality, and the surrounding.

It is often difficult for municipalities to determine what level of financial commitment they can justify to organizations. We have a proposal for you to consider that takes into account the level of assessment of each of the seven municipalities as well as the population and the number of chamber members in each respective municipality.

If we take formulae of 1/3, 1/3, 1/3 of the previous mentioned criteria we can achieve proportional funding from each municipality. Total funding request from all seven municipalities is \$24,000. This is just 15% of our annual operating budget. The majority of our operating funds are raised through membership dues, events and commissions. Please see attached proposed funding formula.

We are confident that the businesses within your municipality would benefit greatly by your contributions to allow the chamber to continue to be the voice of, and support for, local business in the Parry Sound Area.

We thank you for your past and continued support and look forward to working with you in our 128th year of service to the community.

Sincerely,
Laurie de Fleuriot, President

Contribution Funding Formulae

Weighted Assessment 10,251,731,290

Amount of Support

Archipelago	2,218,138,156	22%	\$1760.00
Carling	1,093,321,954	11%	\$880.00
McDougall	811,942,119	8%	\$640.00
McKellar	701, 526, 039	7%	\$560.00
Parry Sound	1,065,759,925	10%	\$800.00
Seguin	3,716,469,572	36%	\$2880.00
Whitestone	644,573,525	6%	\$480.00

Members

255 businesses

Amount of Support

Archipelago	6	2%	\$160.00
Carling	9	4%	\$320.00
McDougall	21	8%	\$640.00
McKellar	3	1%	\$80.00
Parry Sound	168	66%	\$5280.00
Seguin	44	17%	\$1360.00
Whitestone	4	2%	\$160.00

Population

20,038

Amount of Support

Archipelago	1150	6%	\$480.00
Carling	1491	8%	\$640.00
McDougall	2744	14%	\$1120.00
McKellar	1419	7%	\$560.00
Parry Sound	6879	34%	\$2720.00
Seguin	5280	26%	\$2080.00
Whitestone	1075	5%	\$400.00

Using the above formula, the totals for each respective municipality are as follows:

Archipelago	\$2400.00
Carling	\$1840.00
McDougall	\$2400.00
McKellar	\$1200.00
Parry Sound	\$8800.00
Seguin	\$6320.00
Whitestone	\$1040.00

For a total of \$24,000

aligns with the funding formula we've developed to ensure equitable support across the municipalities we serve.

We believe this investment will continue to yield a strong return for our region—by attracting new business, retaining existing ones, and ensuring that Parry Sound remains a vibrant hub for innovation, tourism, and economic opportunity.

On behalf of the Board of Directors, our staff, and our members, I want to thank you for your continued partnership and support. Together, we've made remarkable progress, and with your help, we look forward to an even stronger 2026 for our business community and the Parry Sound area as a whole.

Sincerely,

Chris McDonald

Executive Director

Parry Sound Area Chamber of Commerce



Township of McKellar

701 Hwy 124, P.O. Box 69, McKellar, ON P0G 1C0

Phone: 705-389-2842

Fax: 705-389-1244

Request for Delegation/Deputation before Council

Pursuant to By-law No. 2019-25 as amended, any person wishing to make a deputation before Council shall submit a request in writing to the Clerk no later than 1:00 p.m. on the Tuesday prior to the meeting at which they wish to be heard. The written request shall be a detailed written submission which clearly outlines the matter that the deputation wishes to present to Council including the nature of the business to be discussed and the person(s) named to make the deputation. The detailed written submission, together within this form, shall be circulated with the Council agenda. Please note that Deputations are limited to 10 minutes in length.

PLEASE PRINT CLEARLY

Name of Person to Appear: Ellen Walker

Address: 26 James Street Unit 2 Parry Sound, ON P2A 1T5

Phone: Home: 705-774-8904 Business: _____ Cell: _____

Name of Group or Person(s) being represented (if applicable): Ellen Walker, Executive Director

West Parry Sound Ontario Health Team.

Meeting date requested to appear before Council: Next council meeting

Subject Matter of Deputation: _____

Request to provide Council with an update on access and attachment to primary care in the West Parry Sound area, and to share Ontario Health's plan moving forward to improve access for residents.

Detailed written submission must be attached or submitted to the Clerk by 1:00 p.m. the Wednesday prior to the Council meeting.

Signature: Ellen Walker

Date: November 18, 2025

SCHEDULE "E"

Reminder: A signed detailed written submission must be provided to the Clerk's Office by 1:00 on the Tuesday prior to the meeting. Failure to provide a signed detailed written submission by the Tuesday prior to the Council meeting will result in the deputation not being placed on the Council's agenda.

Decorum dictates respect for all opinions and individuals are reminded there is zero tolerance for coarse language and inappropriate behaviour. By submitting this Form you have indicated agreement with this requirement.

Personal Information on this form is collected under the legal authority of the Municipal Act, S.O. 2001, c25 as amended. The information is collected and maintained for the purpose of creating a record that is available to the general public pursuant to Section 27 of the Municipal Freedom of Information and Protection of Privacy Act.

Correspondence to Council and Committee meeting agenda, minutes and correspondence are public documents and are published on the Township of McKellar website. When corresponding with the Township of McKellar, please be aware that personal correspondence or delegation materials (together with names, addresses, email addresses and phone numbers) may be included on the Council or Committee meeting agenda and subsequently appear on the corporate website.

If you feel there is a compelling reason that your correspondence to Council should not be included on the agenda and released to the public, please notify the Clerk's office.

West Parry Sound Ontario Health Team

**Creating a healthier, more connected,
and more equitable West Parry Sound**



**West Parry Sound
Ontario Health Team**

Introduction

Ellen Walker
Executive Director
West Parry Sound Ontario Health Team





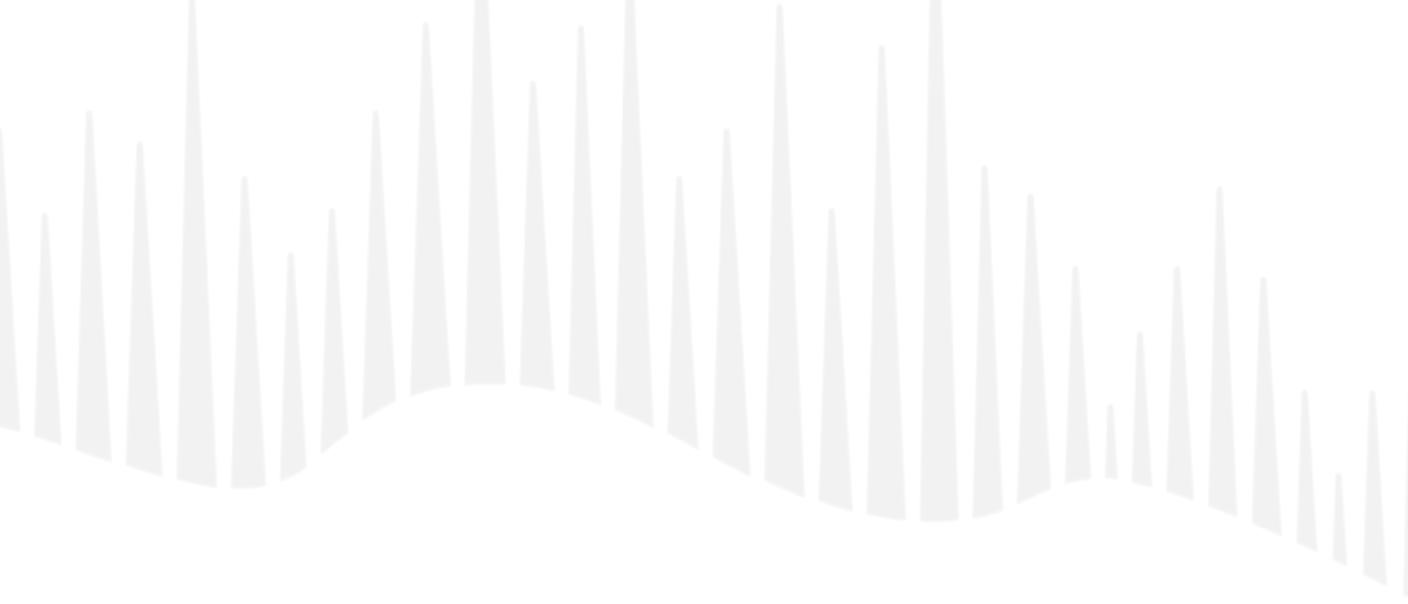
Let's start
with 'Why?'



Quintuple Aim

- To enhance the experience of care for patients and caregivers.
- To improve the health of our population.
- To ensure our public healthcare system is sustainable for generations to come.
- To support the well-being of providers.
- To advance health equity.





Let's start
with 'Why?'



Our Core Partners



Belvedere Heights

Community Support Services | Residences | Long Term Care



**PARRY
SOUND
FAMILY
HEALTH
TEAM**



**Canadian Mental
Health Association
Muskoka - Parry Sound**



Our Health & Social Service Network

Membership

Alzheimer's Society of Muskoka	Belvedere Home for the Aged	Near North District School Board	North Bay Parry Sound District Health Unit
Canadian Mental Health Association – Muskoka Parry Sound	Canadore College	Ontario Health atHome	Palliate Care Resource Team (Palliative Care Coach)
Children's Aid Society Nipissing & Parry Sound	Community Living Parry Sound	Parry Sound Detachment Ontario Provincial Police	Parry Sound Family Health Team
District of Parry Sound Social Services Administration Board	Esprit Place Resource Centre	Rapid Access Addiction Medicine Clinic	RISE: Resource Centre for Independent Living
Hands the Family Help Network	Hospice West Parry Sound	Rugged Shores Family Health Organization	The Friends
Lakeland Longterm Care	Medical Associates Family Health Organization	Parry Sound District Community Paramedicine	West Parry Sound District Community Support Services
Midwives of Georgian Bay	Muskoka-Parry Sound Sexual Assault Services	West Parry Sound Health Centre	West Parry Sound Health Centre Rural Nurse Practitioner Led Clinic

Indigenous Community Communication

Wasauksing First Nation Health Department

Dokis First Nation Health Department

Henvey Inlet First Nation Health Department

Magnetewan First Nation Health Department

Shawanaga First Nation Health Department

Moose Deer Point First Nation Health Department

Wahta First Nation Health Department

Parry Sound Friendship Centre

Ontario's Primary Care Action Plan

Jan. 2025 | Led by Dr. Jane Philpott | \$1.8 Billion Investment

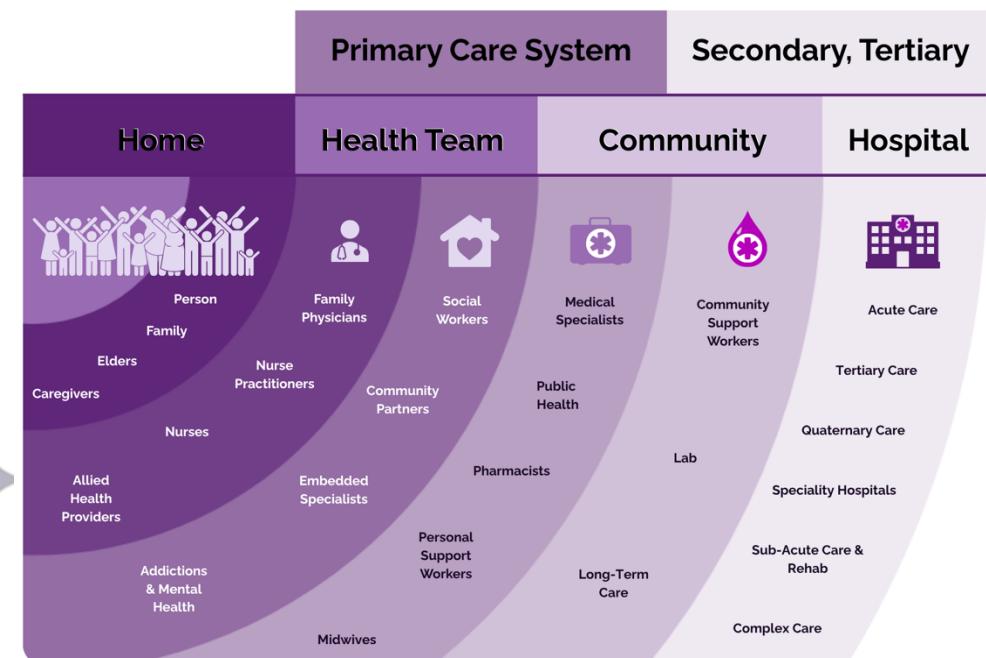
Connecting every person in Ontario to primary care

Mandate: 100% of people in Ontario are attached to a family doctor or a primary care nurse practitioner working in a publicly funded team, where they receive ongoing, comprehensive, and convenient care by 2029.

Three Pillars of the Action Plan:

- Connecting People to a Primary Care Team
- Making Primary Care More Connected and Convenient
- Supporting Primary Care Providers

Right Care | Right Place | Right Time



2025/26 Provincial Priorities

May 1, 2025 Memo

OHTs are expected to lead and align PCN efforts to help deliver on Ontario's goal of connecting every person to a primary care team.

Priority Area 1: Access, Attachment & Enablement

- Coordinate submissions for new/expanded interprofessional teams
- Attach all Health Care Connect patients by Spring 2026
- Develop a plan for 100% attachment by 2029
- Provide clinical care + navigation for unattached patients
- Advance eReferral & online booking
- Increase cancer screening participation (e.g., HPV testing, FIT+ follow-up)

Priority Area 2: Integrate Clinical Priorities

- COPD community care plans to reduce hospital use
- ALC Action Plan in alignment with Ontario Health and local partners





West Parry Sound
Ontario Health Team

Primary Care Network Video

A medium shot of a woman with short brown hair, smiling warmly at the camera. She is wearing a dark t-shirt. The background is an office environment with a window showing a view of a building and some framed pictures on the wall.

Ellen Walker
Executive Director, West Parry Sound Ontario Health Team

be navigated appropriately



West Parry Sound
Ontario Health Team

Thank you!



SCHEDULE "E"

Township of McKellar Request for Delegation/Deputation before Council

Pursuant to By-law No. 2023-08, any person wishing to make a deputation before Council shall submit a request in writing to the Clerk no later than 1:00 p.m. on the Tuesday prior to the meeting the following week at which they wish to be heard. The written request shall be a detailed written submission that clearly outlines the matter that the deputation wishes to present to Council including the nature of the business to be discussed and the person(s) named to make the deputation. The detailed written submission, together with this form, shall be circulated with the Council Agenda. Please note that Deputations are limited to ten (10) minutes in length.

PLEASE PRINT

Name of Person to Appear:	
Address:	
Phone: _____ Home _____ Cell _____ Business	
Name of person requesting appearance: (if different from the person preparing the request)	
Phone: _____ Home _____ Cell _____ Business	
Name of Group or Person(s) being represented (if applicable)	
Meeting Date requested to appear before Council	
Subject Matter of Deputation: _____ _____	
<p style="margin: 0;">Detailed written submission must be attached or submitted to the Clerk (by 1:00 p.m. the Tuesday of the week prior to the Council Meeting).</p> <hr style="border: 0.5px solid black; margin: 5px 0;"/>	
Signature: _____	Date: _____



SCHEDULE "E" continued

Reminder: A signed detailed written submission must be provided to the Clerk's Office by 1:00 p.m. on the Tuesday of the week prior to the meeting the following week. Failure to provide a signed detailed written submission by the Tuesday of the week prior to the Council Meeting will result in the deputation not being placed on Council's Agenda.

Decorum dictates respect for all opinions and individuals are reminded there is zero tolerance for coarse language and inappropriate behaviour. By submitting this Form, you have indicated agreement with this requirement.

Signage shall be posted in the Council Chambers advising deputations, presenters and the Public that the Meeting proceedings are being audio recorded and will be made available on the municipal website. The Township assumes no liability for the recorded comments of the public that may be construed as false, defamatory or slanderous in nature.

Personal Information on this form is collected under the legal authority of the Municipal Act, S.O. 2001, c25, as amended. The information is collected and maintained for the purpose of creating a record that is available to the general public pursuant to Section 27 of the Municipal Freedom of Information and Protection of Privacy Act. [Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56 \(ontario.ca\)](http://www.ontario.ca)

Correspondence to Council:

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If you feel there is a compelling reason that your correspondence to Council should not be included on the agenda and released to the public, please notify the Clerk's office.

Presentation to Township of McKellar

By
Kris Rivard
CBO, Manager – OSS

January 27, 2026



NORTH BAY - MATTAWA
**CONSERVATION
AUTHORITY**



“Leaders in Watershed Management”

Who are we?



About Us

North Bay-Mattawa Conservation Authority (NBMCA) was formed under the *Conservation Authorities Act* of Ontario in 1972 at the request of municipalities. We are one of 36 Conservation Authorities in the province and one of only five in Northern Ontario

Programs & Services

Planning & Development
Drinking Water SP
Conservation Areas
On-site Sewage Systems

Communications & Outreach
Watershed Monitoring
Flood Forecasting
And much more...



North Bay-Mattawa Conservation Authority



Mission

- Provide leadership through coordination of watershed planning, implementation of resource management programs and promotion of conservation awareness in cooperation with others.

Vision

- Provide effective leadership in the management of our watersheds where partners and communities are actively engaged in balancing human needs with the needs of the natural environment.



Conservation Authorities Act Jurisdiction



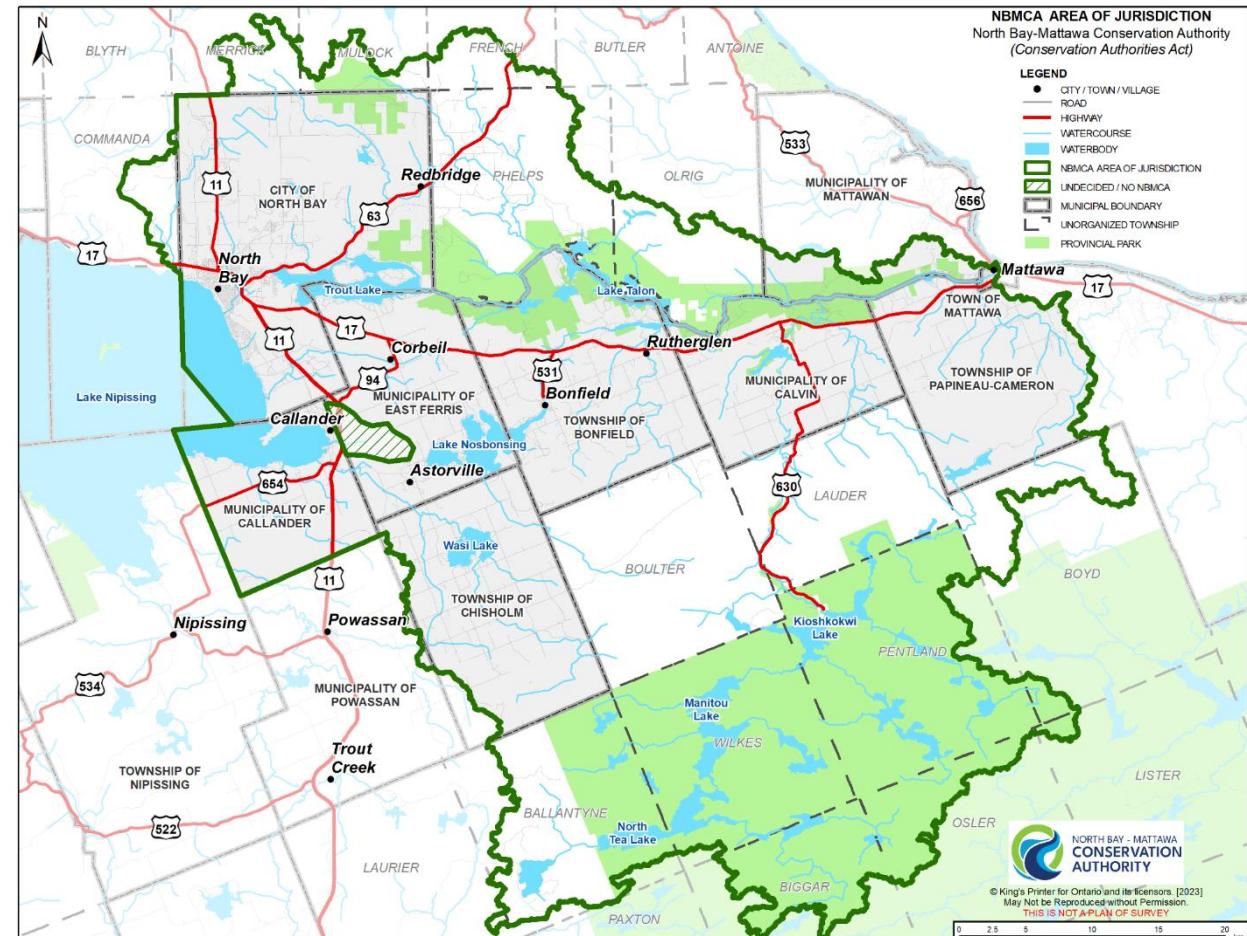
Conservation Authorities Act NBMCA jurisdiction

2,900 sq. km area based on Watersheds of Lake Nipissing & Ottawa River Basin

Member Municipalities

Bonfield
Callander
Chisholm
Calvin
East Ferris

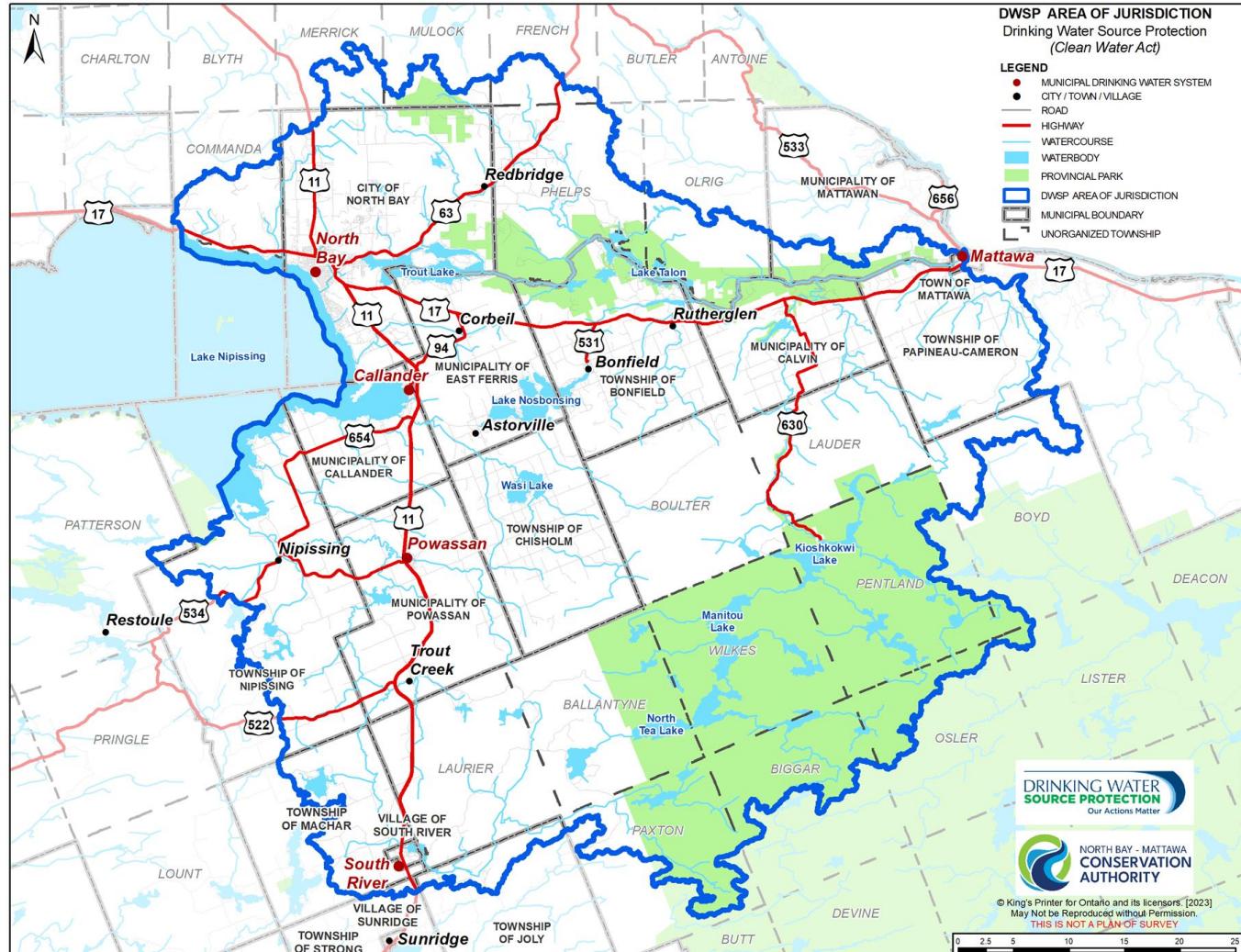
Mattawa
Mattawan
North Bay
Papineau-Cameron
Powassan



Drinking Water Source Protection Jurisdiction



NORTH BAY - MATTAWA **CONSERVATION AUTHORITY**



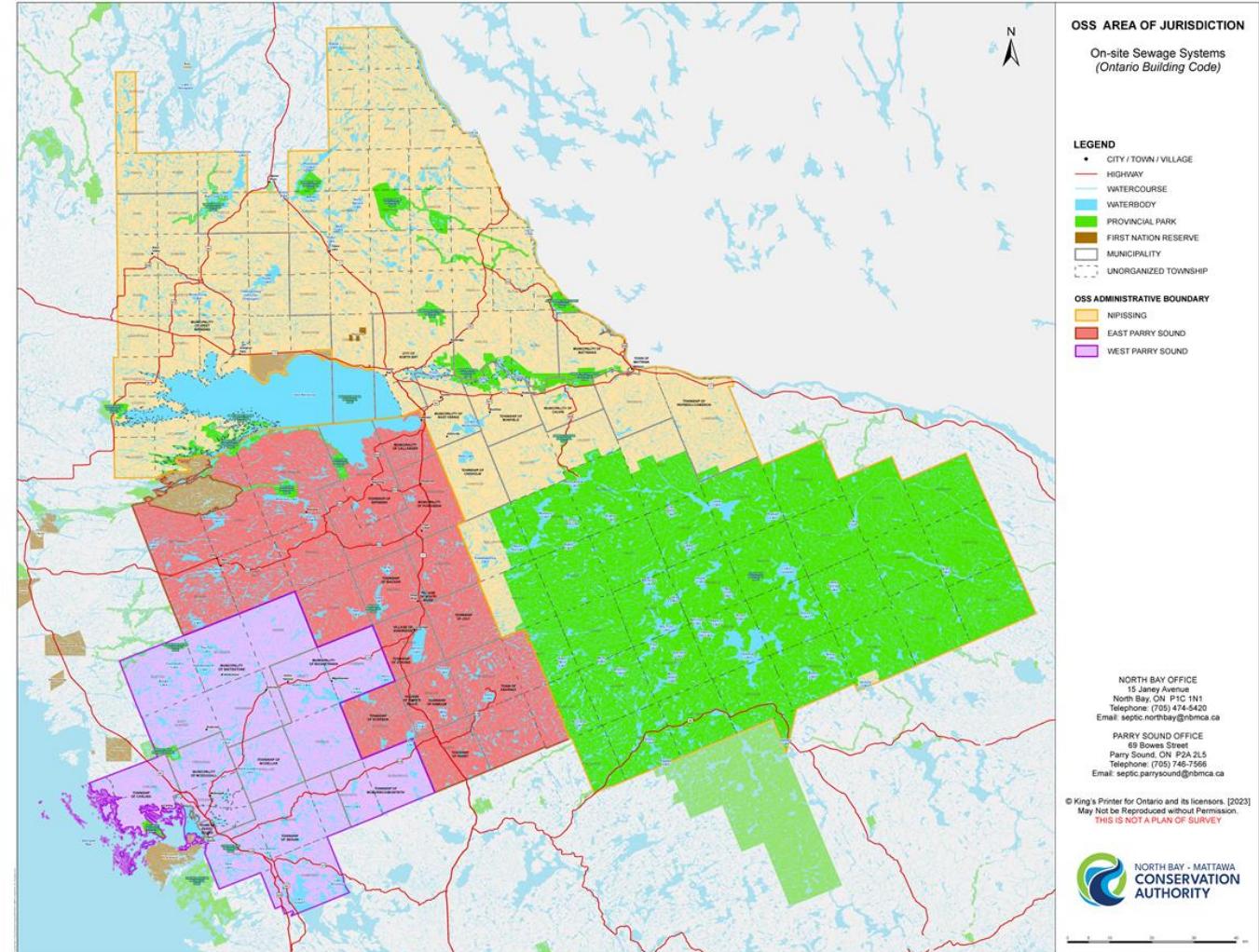
On-Site Sewage System Jurisdiction

The NBMCA is responsible for issuing permits, and enforcing septic system provisions, including conducting inspections and issuing orders for remedial actions.

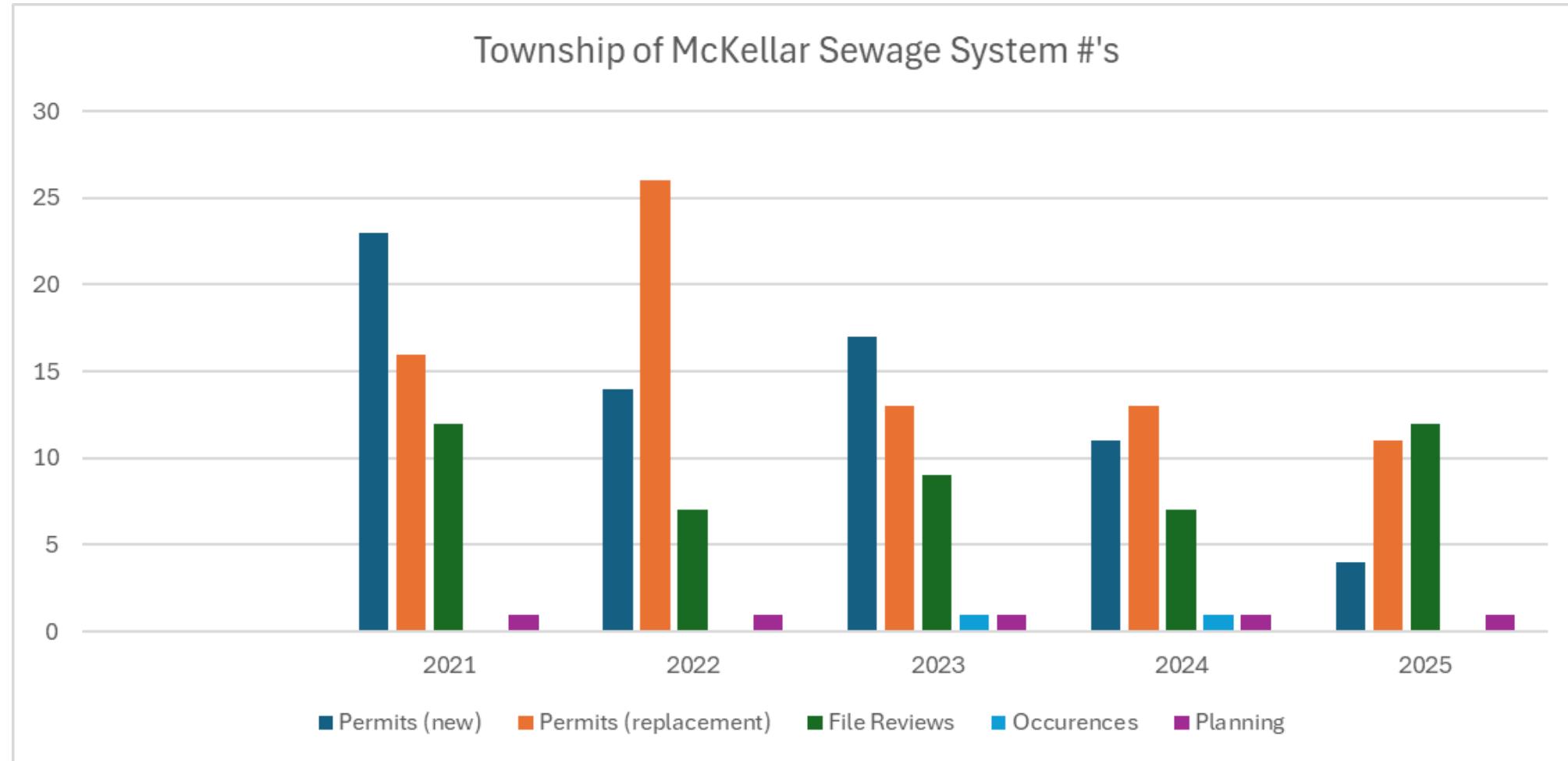
≈25,000 sq. km area within the Nipissing and Parry Sound districts

30 Municipalities

≈35 Unorganized Townships
Algonquin Park



Township of McKellar



Stay Connected!



NORTH BAY - MATTAWA
**CONSERVATION
AUTHORITY**

www.nbmca.ca

www.actforcleanwater.ca

www.restoreyourshore.ca

www.chippewaecopath.ca

www.mattawarivercanoerace.ca



@theNBMCA



nbmcainfo



@theNBMCA



@YTNBMCA





CORPORATION OF THE TOWNSHIP OF MCKELLAR

Council Meeting Minutes

January 13, 2026

Mayor Moore called the meeting to order at 6:00 p.m.

ROLL CALL

Mayor Moore took Roll Call.

Present: Mayor David Moore

Councillors Mike Kekkonen, Nick Ryeland, Morley Haskim and Debbie Zulak

Staff: Clerk/Administrator, Karlee Britton

Deputy Clerk, Mary Smith

DECLARATIONS OF PECUNIARY AND/OR PERSONAL INTEREST AND GENERAL NATURE THEREOF – None declared.

Moved by: Councillor Mike Kekkonen**Seconded by:** Councillor Nick Ryeland

26-001

BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby approve the Agenda for this Regular Meeting of Council, as amended to delete Item 15.1 under Planning Matters, at the request of the applicant, in order to allow for the submission of an amended report to Council at a future meeting.

Carried

Moved by: Councillor Morley Haskim**Seconded by:** Councillor Debbie Zulak

26-002

BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar, pursuant to the Ontario Municipal Act, S.O. 2001, as amended, move into closed session at 6:01 p.m. to discuss the following items:

5.1 Minutes of Closed Session - December 2, 2025;

5.2 Labour relations or employee negotiations; pursuant to Ontario Municipal Act Section 239(2)(d) – Staffing

Carried

Moved by: Councillor Mike Kekkonen**Seconded by:** Councillor Nick Ryeland

26-003

BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby reconvene into regular open session of Council at 6:34 p.m.

Carried

Moved by: Councillor Debbie Zulak**Seconded by:** Councillor Morley Haskim

26-004

BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby accept the reports, recommendations and directions arising from the closed session held on January 13, 2026.

Carried

ROLL CALL

Mayor Moore took Roll Call.



CORPORATION OF THE TOWNSHIP OF MCKELLAR

Council Meeting Minutes

January 13, 2026

Present: Mayor David Moore
Councillors Mike Kekkonen, Nick Ryeland, Debbie Zulak, and Morley Haskim
Staff: Clerk/Administrator, Karlee Britton
Deputy Clerk, Mary Smith

DECLARATIONS OF PECUNIARY AND/OR PERSONAL INTEREST AND GENERAL NATURE THEREOF – None declared.

RESPECT AND ACKNOWLEDGEMENT DECLARATION

In the spirit of reconciliation and co-operation, we wish to acknowledge that the land on which we gather is the traditional territory of the Anishinaabe and Mississauga people. Its boundaries fall within the Robinson-Huron Treaty of 1850 and the Williams Treaty of 1923. We are grateful to live here and we thank all the generations of people who have taken care of this land for thousands of years. To honour the suffering of Indigenous people and the love and wisdom they have carried for thousands of years, we pledge to work in community and harmony with each other and the environment we inhabit and work towards Truth and Reconciliation.

Moved by: Councillor Mike Kekkonen
Seconded by: Councillor Nick Ryeland

26-005 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby approve the Minutes of the December 16, 2025, Regular Meeting of Council, as circulated.

Carried

Moved by: Councillor Mike Kekkonen
Seconded by: Councillor Nick Ryeland

26-006 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby receive the Meeting Minutes of the District of Parry Sound West (Belvedere Heights) Board of Management from October 22, 2025, and November 26, 2025, for information purposes.

Carried

Moved by: Councillor Morley Haskim
Seconded by: Councillor Debbie Zulak

26-007 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby receive the Township of McKellar Recreation Committee Meeting Minutes from November 27, 2025, for information purposes.

Carried

Moved by: Councillor Mike Kekkonen
Seconded by: Councillor Nick Ryeland

26-008 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby receive the Lake Stewardship and Environmental Committee Meeting Minutes from November 20, 2025, for information purposes.

Carried



CORPORATION OF THE TOWNSHIP OF MCKELLAR

Council Meeting Minutes

January 13, 2026

Moved by: Councillor Debbie Zulak

Seconded by: Councillor Morley Haskim

26-009

BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby receive the Township of McKellar Public Library Board Meeting Minutes from October 27, 2025, for information purposes.

Carried

Moved by: Councillor Mike Kekkonen

Seconded by: Councillor Nick Ryeland

26-010

BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar hereby appoints the following individuals to serve on the respective Township Committees for a term of one (1) year:

Lake Stewardship and Environmental Committee

Jennifer Ghent-Fuller, Chair; Tony Best, Ross Crockford, Peter Duffey, Rob Gibson, Carl Mitchell, and Rick Speers.

Historical Committee

Vivian Moore, Chair; Joyce Hopkins, Muriel Junck, Jeanette Clements, Carolyn Phillips, Chris Clayton, and Debra McMurray.

Recreation Committee

Dinah Ryeland Brown, Chair, Francis Degaura, Kathy Degaura, Judy Ryeland, Phil Jefkins, Terry Lacey, and Stephen Walmsley.

Carried

Moved by: Councillor Morley Haskim

Seconded by: Councillor Debbie Zulak

26-011

WHEREAS the Council of the Corporation of the Township of McKellar supports the Lake Stewardship and Environmental Committee's initiatives that protect and enhance local lakes and natural resources; and

WHEREAS the Lake Stewardship and Environmental Committee (LSEC) organizes the annual "Clean Up Our Lakes" campaign to encourage residents to remove debris from shorelines and surrounding areas; and

WHEREAS the Lake Stewardship and Environmental Committee has requested permission to conduct the 2026 "Clean Up Our Lakes" campaign from May 11, 2026, to May 25, 2026, consisting of public awareness and signage at the Township of McKellar's Transfer Station;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar hereby approves the Lake Stewardship and Environmental Committee's request to hold the "Clean Up Our Lakes" campaign from May 11, 2026, to May 25, 2026;

AND FURTHER THAT staff be authorized to permit the installation of campaign signage at the Transfer Station and assist with appropriate publicity for the initiative.

Carried



CORPORATION OF THE TOWNSHIP OF MCKELLAR

Council Meeting Minutes

January 13, 2026

Moved by: Councillor Mike Kekkonen
Seconded by: Councillor Nick Ryeland

26-012 **WHEREAS** Jan Gibson has served the Township of McKellar and the community as Market Manager for ten (10) years, demonstrating dedication, leadership, and commitment to the success and growth of the market; and

WHEREAS during this tenure, the McKellar Market Manager played an integral role in fostering strong relationships with vendors, volunteers, community partners, staff, and Council, contributing significantly to the market's evolution and continued success; and

WHEREAS Jan Gibson has formally advised the Council of the Corporation of the Township of McKellar of her intention to retire from the position of Market Manager, effective January 16, 2026;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar hereby accepts the retirement of Jan Gibson as Market Manager;

AND FURTHER THAT the Council of the Corporation of the Township of McKellar extends its sincere appreciation and gratitude to Jan Gibson for her dedicated service, leadership, and valued contributions to the Township and the McKellar Market.

AND FURTHER direct the Clerk to advertise for the Market Manager position immediately.

Moved by: Councillor Debbie Zulak
Seconded by: Councillor Morley Haskim

26-013 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby give By-law No. 2026-01, being a By-law to Amend By-law 2003-13, Being a By-law to Regulate the Speed of Motor Vehicles on Certain Highways within the Municipality, a first and second reading;

AND FURTHER give a Third reading and Pass in open Council this 13th day of January 2026.

Carried

Moved by: Councillor Morley Haskim
Seconded by: Councillor Debbie Zulak

26-014 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby direct the Clerk to send the Ministry of Municipal Affairs and Housing's comments regarding the Official Plan (OPA No. 9) to John Jackson, Planner Inc., for his professional opinion.

Carried

Under 'New Business', Mayor Moore declared a conflict of interest and left the meeting at 6:54 p.m.

Deputy Mayor, Mike Kekkonen, chaired the meeting, and discussions focused on Parents for Parry Sound and updates on the new school.

Mayor Moore re-entered the meeting at 7:21 p.m. and resumed chair of the meeting.



CORPORATION OF THE TOWNSHIP OF MCKELLAR

Council Meeting Minutes

January 13, 2026

Moved by: Councillor Mike Kekkonen
Seconded by: Councillor Nick Ryeland

26-015 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby receive the consent agenda as presented.

Carried

QUESTION/COMMENT PERIOD (RELATED TO ITEMS ON THE AGENDA)

No comments were made from Zoom or in-person.

Moved by: Councillor Morley Haskim
Seconded by: Councillor Debbie Zulak

26-016 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby give By-law No. 2026-02, being a By-law to Confirm the Proceedings of Council, a first and second reading;

AND FURTHER give a **Third** reading and **Pass** in open Council this 13th day of January 2026.

Carried

Moved by: Councillor Mike Kekkonen
Seconded by: Councillor Nick Ryeland

26-017 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby adjourn this meeting at 7:28 p.m. to meet again on Tuesday, January 27th, 2026, or at the call of the Mayor.

Carried

David Moore, Mayor

Karlee Britton, Clerk/Administrator

LAKE STEWARDSHIP AND ENVIRONMENTAL COMMITTEE OF MCKELLAR TOWNSHIP

Final Minutes

Thursday December 18 , 2025

[†] Educational resources posted by this committee are available on the Township of McKellar Website here:

<https://www.mckellar.ca/en/township-services/resources/Links-to-YouTube-Videos.pdf>

Our Facebook page is located at <https://www.facebook.com/profile.php?id=61565497380905&mibextid=ZbWKwL>

Item	Time	Please note: These are ongoing agenda items. Only items marked with an * will be discussed at the next meeting.
1.		<p>Land Acknowledgement:</p> <p>In the spirit of reconciliation and co-operation, we wish to acknowledge that the land on which we gather is the traditional territory of the Anishinaabe and Mississauga people. Its boundaries fall within the Robinson-Huron Treaty of 1850 and the Williams Treaty of 1923. We are grateful to live here, and we thank all the generations of people who have taken care of this land for thousands of years. To honour the suffering of Indigenous people and the love and wisdom they have carried for thousands of years, we pledge to work in community and harmony with each other and the environment we inhabit and work towards Truth and Reconciliation.</p>
2.		<p>Roll Call: Tony Best (X); Ross Crockford (X); Peter Duffey (X); Jennifer Ghent-Fuller (X) ; Carl Mitchell (X); Nick Ryeland (); Rick Speers (no); Rob Gibson (X)</p> <p>We need 5 committee members to have a quorum (Yes)</p> <p>Does anyone have a declaration of pecuniary and/or personal interest and general nature thereof? no</p>
3.1		<p>Motion to accept the minutes of November 20, 2025. (attached)</p> <p>Moved: Ross Seconded: Rob</p> <p>Amendment: none</p> <p>Approved with () without (Yes) Amendment :</p>
3.2		<p>Would any committee member like to add any item to the agenda? Add item about Phragmites</p> <p>Motion to accept the agenda: Moved: Peter Seconded: Ross. Accepted</p>
3.3		<p>Strategic Planning - Does anyone have any environmental issues they would like to discuss?</p> <p>No new issues forthcoming.</p> <p>Dec 18 - Jennifer reported that she had made a deputation to Council on Dec 16 and presented the budget we approved, summarized the activities of the LSEC during 2025, reported on the water sampling and analysis for 2025 and made a presentation on the effects of wake boats and the concerns of residents regarding these effects.</p>
4. Goals		<p>General Updates on Current Issues.</p> <p>NOTE: Numbers have been changed to reflect deleted items.</p>

4.1	<p>Waterfront/Shoreline Protection</p> <p>December 18</p> <ul style="list-style-type: none"> Link to the report on the Safe Quiet Lakes Survey 2025 Exec-summary-final.pdf sent out earlier, plus extracted information on Manitouwabing residents' responses to SQL survey data sent out from Manitouwabing Lake respondents to committee members Nov 20 Boating incident – on September 26th 2025 Jennifer and Dave were in their 14' aluminum fishing boat when a wake boat started up and “dug in” about 10 feet from them. Subsequently a trough appeared right beside them that was deep enough to flip the boat. Dave immediately turned the boat 90 degrees facing into the trough. The boat went down into the trough at approx. 45 degrees and back up the back side of it also at 45 degrees. The boat was lifted out of the water at the top and came down with a smack, causing Jennifer in the bow to be bounced up off her seat. The water sampling equipment also bounced and came down with a bang. While the 30 m Quadro Pro Cable had always worked perfectly, including two days beforehand on Sept 24th, it did not work after that, and barely gave any readings. Subsequently it was sent in for servicing, and the outcome was that the cable had intermittent connection issues and requires replacement. (cost \$3107.50). Jennifer spoke to Council Dec 16: spoke about water report, our activities during 2025, the budget we submitted, and the possibility for a request for VORR 7.1 in 2026 – it's up to Council – we could also ask Council to put a question on the ballot (request has to be made to the Min of Mun Affairs by March 1 – we would have the spring and summer to educate before the Oct 26 ballot Further discussion on actions that could be taken about wake surfing were held Summary of discussion: The Safe Quiet Lakes survey had approximately 140 participants from Lake Manitouwabing (2% of the total 7000 respondents) – many respondents were quite concerned about boat wakes Tony spoke to a McKellar resident who does boat repairs and who reported that he had heard lots of complaints about wake boats – this indicates that the concern about wake boats is broad-based in the community Jennifer – TC regulation 7/1 would ban wake surfing, not wake boats – Schedule 7.1 lists places where they are already banned – one of them is on the shore of Magnetawan – we could discuss with them Decided that Peter, Rob, Nick and Jennifer will ask for a virtual/hybrid meeting with Karlee about how to proceed during the week of Jan 12 – how does Council want us to proceed – a referendum would enable all residents to give their view and it would avoid this issue being seen as having been promoted by a small group MLCA feels it is a municipal government issue Transport Canada has downloaded this issue onto Municipalities, but the OPP won't enforce municipal bylaws (note – if it passes it would be a federal law – the bylaw is to apply to TC for a VORR – the bylaw would not ban wake surfing – the declaration of a ban on wake surfing on Lake Manitouwabing would be as a federal schedule – so it should be enforceable by the OPP) <p>November 20</p> <ol style="list-style-type: none"> MLCA feels that addressing the wake boat issue should be handled by the Township, as Federal Legislation requires this, but they are willing to conduct a survey, collect information, and promote education FOCA has put the Chair in touch with the “Wake Coalition” organized by SQL. Nick and Tony are interested in helping. Ross attempted to find out the origin/author of 7.1 for Dummies document – Chair has distributed information in the past week about the issue of wake boats (Effects on the Lake of Recreational Wakes, Resources and References on Wake Surfing). Included with this emailing
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	<p>will be two pertinent research papers and VORR 7.1 for Dummies. The reason for including the research papers is that research is required in order to make a VORR application – whether this research will suffice remains to be seen. Chris Houser offered to separate the Manitouwabing data if we request it. Previously, information on putting a question to the voters was distributed. There is a requirement that an assessment needs to be done on the support that exists in the community for a ban on wake boats, and we could take advantage of the fact that 2026 is a municipal election year to request a question on the October 26 ballot. The deadline for this submission to the Ministry of Municipal Affairs is March 1 2026 and the request would need to be made by Council. An awareness/education campaign would need to be conducted next summer in order to present the issue to the residents</p> <ol style="list-style-type: none"> 4. Are there any other townships pursuing banning Wake surfing. LSEC should do education on how wake surfing damages our lake. Possibly do a survey through “Survey Monkey” and/or gather some feedback from the public on their anecdotes and feelings. 5. Jennifer will update Council on wake surfing when giving the presentation on the budget etc which is coming up soon. Ross will send Jennifer information on where in the United States have begun banning wake surfing boats. <p>– Chair has distributed information in the past week about the issue of wake boats (Effects on the Lake of Recreational Wakes, Resources and References on Wake Surfing). Included with this emailing will be two pertinent research papers and VORR 7.1 for Dummies. The reason for including the research papers is that research is required in order to make a VORR application – whether this research will suffice remains to be seen. Chris Houser offered to separate the Manitouwabing data if we request it. Previously, information on putting a question to the voters was distributed. There is a requirement that an assessment needs to be done on the support that exists in the community for a ban on wake boats, and we could take advantage of the fact that 2026 is a municipal election year to request a question on the October 26 ballot. The deadline for this submission to the Ministry of Municipal Affairs is March 1 2026 and the request would need to be made by Council. An awareness/education campaign would need to be conducted next summer in order to present the issue to the residents</p> <p>Video link: https://www.dropbox.com/scl/fi/kfzn5i229vbnub705z87r/BoatWakeComparison.mp4?rlkey=7sf0jhsgurjq7jlsrcsmemx3o&dl=0</p>
4.2	<p>Water Sampling The committee agreed that we will apply to do one test for PFA's in 2026 at a cost of approximately \$625 plus tax (price quoted in October 2025).</p>
4.3	<p>Publicity November 20</p> <ol style="list-style-type: none"> 1. The video on Well Maintenance has been completed and is posted on our YouTube channel. The list has been updated and sent to the library 2. Items that could be added to Environmental Considerations 2026: 3. Discouraging insect fogging 4. PFA's in the water 5. Effects of wake surfing on the lake 6. Discouraging dumping pharmaceuticals into the septic (from well maintenance video)

		<p>7. Article about avoiding shallow areas/disturbing sediment with power boats with Patty's pictures</p> <p>8. We could do some work/education on planting in the water at the shore (buffer, habitat) Note about videos available. Ross asked when the deadline would be for preparing a 2026 revision – we need to get it to the printer by mid-May, get the list of new households by the beginning of June and complete 2026 distribution by July 1 as we did in 2025</p> <p>9. We would aim to have a revised Environmental Considerations ready to print in early May – get a list of new residents by the beginning of June</p> <p>October 16th – The video on Preparing to Protect your Property from Wildfire Damage has been edited to contain an introduction by Rob Morrison, McKellar Fire Chief and is available on the McKellar Township web page under Residents/Environment/Fire https://www.youtube.com/watch?v=67SaYBFcaDc</p> <p>LSEC Facebook page url: https://www.facebook.com/profile.php?id=61565497380905&mibextid=ZbWKwL</p> <p>Presentations - YouTube videos from this committee are posted here: https://www.mckellar.ca/en/township-services/resources/Links-to-YouTube-Videos.pdf along with other videos</p> <p>Our postings (listings and a table of contents) are uploaded on the township web page under "Residents/Environment." Jennifer will continue gradually updating the page with Megan Attard's help. https://www.mckellar.ca/en/living-in-our-community/environment.aspx</p>
4.4		<p>Earth Day / Clean Up Our Lakes / Recycling</p> <p>Dec 18 –</p> <ol style="list-style-type: none"> 1. New recycling guidelines sent to the Township by Circular Materials Organization. What steps do we need to take – not on the web page under Recycling/Transfer Station yet – what steps is the Township going to take? – who will make up the new signs for the Transfer Station (the 'old ones' are now incorrect) and the mailouts? Peter will follow up with Karlee. 2. May long weekend is May 15 – 18, 2026 – we could have the Clean Up Our Lakes campaign between May 11 to 25th or so (2 weeks). There are no longer bins requested, so it's a question of putting up the sign at the Transfer Station and doing publicity for the campaign.
4.5		<p>Fishing / Wildlife –</p> <p>Oct 16 Update from Ross on Turtle Crossing Signs – Ross and Jennifer conferred about the number of signs required and settled on an amount of \$1200 as appropriate for the turtle signs on McKellar Township roads.</p> <p>RESOLUTION #3 2025</p> <p>Moved: Ross, Seconded Peter – We will spend an amount not to exceed \$ 1200 on turtle signs. Passed Unanimously.</p>
4.6		<p>Benthic Study October - GBB did Benthic sampling again in July 2025 – report is available on the McKellar Web Page here: https://www.mckellar.ca/en/township-services/resources/Manitouwabing-environment-report-2025-1.pdf</p>
4.7		<p>Pesticides/Fertilizers –</p> <p>Dec 18 – Rob noted that the province is considering a law limiting pesticide spraying on lawns.</p> <p>Nov 20 –</p> <p>Pamphlet discouraging fogging of pesticides has been printed and delivered to the Township office. Payment was included with 2025 budget.</p>

		<p>October 16</p> <p>Peter reported on his presentation of the pamphlet on pesticide fogging to Council. The brochure was approved by Council to be included in the February 2026 tax mailing.</p> <p>Resolution 2025 #4</p> <p>Resolved that we have the brochure on pesticide fogging - "Spraying for Mosquitoes: Things to Consider" printed this fall in preparation for distribution with the winter (Jan/Feb) tax mailing at a cost of no more than \$1500.</p> <p>Moved: Peter Seconded: Rob Passed Unanimously</p> <p>Sept 18 – A few of us realized that the education on pesticide fogging needs to go out before the spring (ie with the January tax mailing). A pamphlet has been written to discourage fogging for biting insects because the contamination kills other insect species, interferes with the food supply for animals and birds, remains in the ground, pollutes the groundwater, and is carried to the streams, rivers and lakes with rain runoff, affecting aquatic life. This pamphlet is presented for evaluation and approval by the committee.</p> <p>Moved: The pamphlet distributed with this agenda entitled "Spraying for Mosquitoes: Things to Consider" be approved by this committee and presented to Council for approval</p> <p>Moved: Tony Seconded: Ross <u>without</u> amendments: Passed unanimously</p>
4.8		<p>Invasive Species –</p> <p>Dec 18 - Karlee asked Jennifer to see if LSEC will provide/find volunteers to participate in a GBB-led campaign to remove invasive phragmites from our Township. Carl noted that the grant GBB is applying for requires 1:1 matching so the Township would have to kick in about \$ 10 K. We are aware of only three small areas of phragmites in our Township, which they have known about for 2 years or more. This seems like too large a response for the problem in McKellar Township. The consensus was that McKellar Township should not sign on to this agreement with the GBB. Rob volunteered to take Township staff through an education process, so that they can recognize invasive phragmites, distinguish it from indigenous phragmites and remove the invasive type without spreading it. Jennifer will inform Karlee.</p> <p>In our recollection, there was a discussion and a semi organized search for invasive phragmites on Facebook last summer and only the areas we were aware of were found.</p>
4.9		<p>Water Levels –</p> <p>Sept 18 – We posted a notice about the lowering of water levels on the LSEC web page so people are reminded why the water levels are dropping and the fact that the range of level is governed by an agreement The water level on Lake Manitouwabing is controlled by the hydro power company, Bracebridge Generation Ltd. within the limits of the normal operating zone established in a resolution of the Public Utilities Commission of the Town of Parry Sound (No. 87-83)." And the url for the paper : 2025-01-17-Water-Levels-on-Manitouwabing-Lake-JGF.pdf</p>
4.10		<p>Drinking Water Source Protection</p> <p>Oct 16 – The webinar on well maintenance by OGWA will be on Monday October 27 at 7 pm on zoom. Facebook and MLCA publicity.</p>
4.11		<p>Strategic Planning – Nov 20 2025 – MLCA may be interested in conducting environmental projects –survey results indicated that the health of the lake is very important to respondents - some possibilities could be to look at FOCA priorities and what other lake associations are doing, for example drinking water source protection, collecting wood ash and spreading it into the woods</p>

		near the lake which helps restore calcium levels in both after calcium was leached for decades by acid rain – Tony discussed the role of government, philanthropy and volunteers.																																																																																																												
		Ongoing items deleted from Agendas and Minutes: Septic Education, Microplastics, Fish Catch reporting sign at Armstrong Lake following stocking, Catch and Release signs, Dark Skies, ICE CAP, EV Chargers, Organic Waste Planning, Pollinator Gardens. These items can be brought back as needed.																																																																																																												
5.		<p>Budget Dec 18: Proposed budget for 2026 presented to Council Dec 16th, 2025 Nov 20: Expenditures for 2025 have been finalized – no need for further resolutions</p> <p>October 16 – Draft Budget for 2026 (attached) The Draft Budget was presented. It includes a 5% increase in costs for analysis of water samples. We will print 200 copies of a revised 'Environmental Considerations' book initially and print more if they are needed.</p> <table border="1"> <caption>Lake Stewardship and Environmental Committee Budget – 2026 draft</caption> <thead> <tr> <th></th> <th>2024 Budget Detail</th> <th>2024 Actuals</th> <th>2025 Budget</th> <th>2025 Actuals</th> <th>2026 Draft Budget</th> </tr> </thead> <tbody> <tr> <td>Water Testing</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>E. Coli Sampling</td> <td>\$4,500.00</td> <td>\$4,640.22</td> <td>\$4,900.00</td> <td>\$4,690.09</td> <td>\$5,000</td> </tr> <tr> <td>Phosphorus and calcium sampling</td> <td>\$2,500.00</td> <td>\$2106.04</td> <td>\$2,400.00</td> <td>\$2,413.60</td> <td>\$2600</td> </tr> <tr> <td>PFA test</td> <td></td> <td></td> <td></td> <td></td> <td>\$800</td> </tr> <tr> <td>Standardizing solutions</td> <td>\$250.00</td> <td>153.68</td> <td>\$170.00</td> <td>\$175.15</td> <td>\$180</td> </tr> <tr> <td>Benthic 2 sites</td> <td>two sites \$4,000</td> <td>\$2,520</td> <td>\$4600</td> <td>\$3869</td> <td>\$4000</td> </tr> <tr> <td>Water Testing Sub total</td> <td>\$11,250.00</td> <td>\$9,419.94</td> <td>\$12,070</td> <td>\$11,147.84</td> <td>\$12,580</td> </tr> <tr> <td>Educational Materials</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Signs (recycling, animal/turtle crossing)</td> <td>\$200</td> <td>0</td> <td>\$500</td> <td></td> <td>\$1200</td> </tr> <tr> <td>200 Environmental Welcome Packages for New Residents</td> <td></td> <td></td> <td>\$1450</td> <td>\$1,864.50</td> <td>\$4000 (400 copies)</td> </tr> <tr> <td>Educational Materials Consolidated (Flyers and other educational materials Presentations)</td> <td>\$3,500</td> <td></td> <td>Shoreline Pamphlet \$1300</td> <td>\$1,226.05</td> <td>1300</td> </tr> <tr> <td>Pesticide pamphlet</td> <td></td> <td>\$819.25</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Recycling pamphlet</td> <td></td> <td>\$1045.25</td> <td>New Recycling Pamphlet \$1300</td> <td>\$1,226.05</td> <td></td> </tr> <tr> <td>Honorariums for talks</td> <td>\$900</td> <td>0</td> <td>\$500</td> <td></td> <td>\$500</td> </tr> <tr> <td>Demonstration Pollinator Garden</td> <td></td> <td></td> <td>\$250</td> <td>delete</td> <td></td> </tr> <tr> <td>Education Activities Sub Total</td> <td>\$6,843.00</td> <td>\$1,864.50</td> <td>\$5,300</td> <td>\$4316.60</td> <td>\$7000</td> </tr> <tr> <td>Grand Total</td> <td>\$18,093.00</td> <td>\$14,951.44</td> <td>\$17,370</td> <td>\$15,464.44</td> <td>\$19,580</td> </tr> </tbody> </table> <p>October 16: Motion to accept the proposed 2026 budget, with the proviso to do an initial printing of 200 Environmental Considerations books and add a later additional printing if needed. Moved: Rick Seconded: Ross Accepted: Unanimous</p>		2024 Budget Detail	2024 Actuals	2025 Budget	2025 Actuals	2026 Draft Budget	Water Testing						E. Coli Sampling	\$4,500.00	\$4,640.22	\$4,900.00	\$4,690.09	\$5,000	Phosphorus and calcium sampling	\$2,500.00	\$2106.04	\$2,400.00	\$2,413.60	\$2600	PFA test					\$800	Standardizing solutions	\$250.00	153.68	\$170.00	\$175.15	\$180	Benthic 2 sites	two sites \$4,000	\$2,520	\$4600	\$3869	\$4000	Water Testing Sub total	\$11,250.00	\$9,419.94	\$12,070	\$11,147.84	\$12,580	Educational Materials						Signs (recycling, animal/turtle crossing)	\$200	0	\$500		\$1200	200 Environmental Welcome Packages for New Residents			\$1450	\$1,864.50	\$4000 (400 copies)	Educational Materials Consolidated (Flyers and other educational materials Presentations)	\$3,500		Shoreline Pamphlet \$1300	\$1,226.05	1300	Pesticide pamphlet		\$819.25				Recycling pamphlet		\$1045.25	New Recycling Pamphlet \$1300	\$1,226.05		Honorariums for talks	\$900	0	\$500		\$500	Demonstration Pollinator Garden			\$250	delete		Education Activities Sub Total	\$6,843.00	\$1,864.50	\$5,300	\$4316.60	\$7000	Grand Total	\$18,093.00	\$14,951.44	\$17,370	\$15,464.44	\$19,580
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6.	*	<p>Our meetings are now held on the third Thursday of the month.</p> <p>January 9th July 17th February 13th August 21st March 13th September 18th April 10th October 16th May 8th November 20th June 12th Dec 18th</p> <p>The Council Chamber is available and has been booked for Third Thursdays. Old information is occasionally removed from the bottom of each item in these minutes, but can be found in old minutes on the Township's web page under Environment.</p>
7.	*	<p>Motion to adjourn.</p> <p>Moved: Carl Seconded: Peter Approved: Yes Time: 8:01 PM</p>



Township of McKellar Report to Council

Prepared for: Mayor & Council

Department: Administration

Date: January 27, 2026

Report No: ADMIN-2026-01

Subject: Township Website Platform Transition

Recommendation:

Be It Resolved That the Council of the Corporation of the Township of McKellar does hereby receive Report ADMIN-2026-01; and

Further That Council authorizes the Clerk to proceed immediately with the implementation of a new Municipal website with UPANUP, including an initial setup and migration fee of \$9,000.00 plus HST of \$1,170.00, for a total cost of \$10,170.00.

Background:

The Township currently uses the eSolutions platform to support its Municipal website. eSolutions was initially developed by eSolutionsGroup, a company specializing in digital solutions for Municipalities and the public sector. In 2014, eSolutionsGroup was acquired by GHD, a global professional services firm. For several years following the acquisition, the eSolutions brand continued to operate independently while delivering services to Municipalities across Canada.

In 2022, GHD fully rebranded eSolutionsGroup as GHD Digital, integrating its offerings with GHD's broader digital practice. As part of this transition, GHD Digital launched Govstack, a next-generation digital platform explicitly designed for public-sector organizations. Govstack provides a modern, modular, and accessible solution for Municipal websites, including online forms for fees, citizen portals, and event management, with an emphasis on improved usability, accessibility compliance, and long-term scalability.

GHD Digital has informed the Township that the eSolutions platform will no longer be supported as of June 30, 2026. Municipalities currently using eSolutions are therefore required to transition to Govstack or an alternative solution before this date to ensure ongoing service continuity, security, and technical support.

Analysis:

Staff have been working with GHD Digital to obtain pricing as the Township is required to transition its website to Govstack or, alternatively, select a new website provider. The quoted cost for GHD Digital to migrate the Township's existing eSolutions website to Govstack is \$13,065.00 plus HST, with ongoing annual fees increased to \$5,040.00 from \$4,800.00.

Given that this migration is effectively a forced expense, staff have been exploring other vendors and participating in online demonstrations. An alternative provider has been found to offer a platform that is easy to use, provides the same functionality as GHD Digital, and do so at a lower annual cost.

Currently, three staff members serve as the primary users of the Township's website. While familiar with the existing system, staff have experienced ongoing issues such as failed uploads and improperly sized graphics. In addition, GHD Digital has proven difficult to reach for timely and effective support.

Transitioning to a new provider would require staff to learn about a different system; however, demonstrations with alternative platforms show that they are user-friendly and comparable to GHD Digital. Demonstrations have been completed with UPANUP and Sandbox, both Canadian companies. Notably, each has indicated they are gaining numerous former GHD Digital Municipal clients, as Municipalities seek alternatives to the mandatory migration and express preference for Canadian-based providers over global corporations.

Staff have identified UPANUP as their preferred option due to its user-friendly backend and the clean, modern design of its websites. Examples of Municipalities using UPANUP include the [Town of Kearney](#), the [Town of Carberry](#), and the [Village of Nakusp](#). UPANUP also provided our staff with access to a "test site," allowing them to explore and become familiar with the backend settings and functionality. While the three example websites showcase different design styles offered by UPANUP, each site is fully customizable, including colour schemes, images, and layout options.

UPANUP has confirmed that they are able to begin the development of the new website and the transfer of existing content in February, with the full process taking up to 12 weeks. To avoid any disruption to the Township's online presence, it is recommended that Council approve this expenditure in advance of the adoption of the 2026 annual budget. This timeline will ensure that the new website is fully developed and ready to launch prior to the current website being decommissioned at the end of June.

Financial:

The 2026 budget will include funds for website services, whether the Township remains with GHD Digital or transitions to a new vendor. If a new provider is selected, GHD Digital will not assist with the transition, resulting in a slightly higher one-time cost to build the new website and migrate existing content. The quotation from UPANUP details this one-time cost to build the new website and migrate the content from the Township's current website at \$9,000.00. However, UPANUP has quoted annual fees of \$2,760.00, representing significant ongoing savings compared to GHD Digital's annual rate.

Policies Affecting Proposal:

Procurement By-law No. 2019-44

The one-time cost for either migrating the website or building a new site with data migration falls within the threshold for informal quotations under the Procurement By-law. This permits staff to obtain at least two quotes, either by telephone or in writing.

Conclusion:

With the discontinuation of support for the current eSolutions platform effective June 30, 2026, the Township must transition to either Govstack through GHD Digital or a new provider to ensure service continuity and security. While GHD Digital offers a direct migration path, its solution represents a mandatory expense with limited flexibility and higher ongoing costs. UPANUP presents competitive options with user-friendly platforms, responsive support, and the potential for significant annual savings.

Respectfully submitted by:

Karlee Britton

Karlee Britton, Clerk/Administrator

October 17th, 2025

Proposal #: 2025-040

Township of McKellar
PO Box 69, 701 Highway 124
McKellar, Ontario P0G 1C0

RE: Township of McKellar CiviKit Website

Dear Karlee,

We are pleased to have the opportunity to provide a quote for a CiviKit website for the Township of McKellar. Below we have outlined the deliverables, process, and pricing as it relates to this work.

Approach

This quote is proposing one of Upanup's CiviKit turn-key solutions. These solutions are pre-built, and provide a feature and functionality rich website, at a more budget and timeline friendly approach than alternative options. While the website does offer personalization capability, all customizations are limited to the options already existing on the platform, see Appendix A for examples of personalization options.

Website Features

The following list of features is applicable to all website designs.

- Editable homepage and flexible inside pages
- Mobile optimized design
- Content types for news, alert, directory listing, event, job posting, bid opportunities, bylaws (search and listings), contacts, meetings, documents
- Additional functionality includes, quick links, website search bar, media library (documents, images, audio files, videos, remote videos), url redirects, accordions, webforms
- Easy-to-use content management system (CMS), with control over page layout, content and menu structure
- WCAG 2.2 AA design with built-in accessibility checker
- Staff workflow and user roles with different levels of site access
- Online website support guide

Ongoing Platform Services – Hosting, Security Updates & Technical Fixes

The CivilKit solution requires ongoing platform services once the site has been made available for launch. The platform services include high-availability and secure hosting managed by Upanup, site backups, CMS updates, guide access and future functionality enhancements.

Platform services include:

- ✓ Security updates with zero-downtime, safe-install procedure (typically 6+ times per year)
- ✓ Bug (technical error) fixes to the site
- ✓ ReCAPTCHA maintenance of webforms, for protection against spam bots
- ✓ Support for user role management, including password resets and new site editor's setup (up to 10 times a year included)
- ✓ Support for content changes to normally static content areas such as address in footer (up to twice per year included)
- ✓ Ongoing platform improvements
- ✓ Online help guide to assist site editors with step-by-step instructions for content management of site
- ✓ Industry-leading, Canadian-based third-party hosting infrastructure via AWS
- ✓ Daily snapshot backups to Upanup's protected servers, ensuring continuity in case of compromise
- ✓ Maintenance, ongoing optimization and security of web server hardware, software, and databases
- ✓ 24/7 monitoring of site uptime, proactive response and reporting on any disruptions

Scope of Work

Upup will...

- Facilitate an intro call to confirm training date, launch date, and discuss deliverables needed from the Township.
 - The Township to choose website template, provide branding documents, such as logo and colours
 - Optional: If the Township doesn't currently have high quality photos¹ on the existing website, they can send up to 20 photos to be placed on the new website.
- Stage and set up a website based on template design and personalization requests from the Township that are possible within the template.
- Brand the site utilizing the Township's branding colors, logo, and relative font.
- Migrate indexed public pages and files from <https://www.mckellar.ca/en/index.aspx>. Depending on the migration needed, this could include up to the last 2 years of date-related items (news and meetings), and last 6 months of events. Migration includes:
 - The following webforms: Contact Us, Bylaw Complaint, Job Application, Request Service, Report Issue
 - Please notify Upanup if there are any additional webforms required and a revised quote can be provided.

¹ If the Township doesn't have any quality photos for the homepage of the new website, Upanup will use 5-10 stock images from our image banks.

- Crawling and exporting importable structured content from existing site's publicly accessible ("findable") pages.
- Internal facing, unlinked, gated pages, or pages that block content crawlers, are not included in this service.
- Exporting crawl results and other compiled content data into tab-delimited importable data sheets.
- Cleaning HTML to remove inline-style overrides and other unnecessary HTML elements.
- Configuring Feed Types for page and media importing, including basic settings, field mappings and tamper plugins as needed.
- Processing Feed import data sheets into Drupal field content tables, running integrity checks to verify import accuracy.
- Coordinating a manual migration process when existing site content structure is not compatible with extraction and import procedures.
- Importing and migrating existing site media (files and images²) when required for page and other node attachment.
- **NOTE:** Images of poor quality and/or that do not meet quality standards *may not* be migrated to the new website.
- Provide a 1-hour training session on the new website and CMS, either through a pre-recorded link to training, or a meeting with the Township, to be determined within the process.
- Access to a full knowledge base for editing and maintaining your new website, such as:
 - Logging in and navigating the CMS.
 - Basic content editing including adding new pages.
 - Managing media, such as images and documents / files.
 - Best practices for adding tables, links, and embedding videos.
 - Advanced administration, such as URL redirects, managing menus and scheduling page transitions.
 - Frequently asked questions including training videos.
- Schedule and handle the launch of your website, along with the Township being required to update the DNS records.

Value Add

The below items are new features and capabilities you will have access to on your new website, at no additional cost.

- Gtranslate module to allow an instantaneous language overlay across the website, in whatever included languages you want to set.
- Accessibility checker that allows you to maintain AODA standards long-term with a built-in flagging system for accessibility issues on any given page.
- Webform capability to build unlimited webforms. Upanup will even provide 5 built webforms for no extra cost as listed in the content migration scope.
- Full media library, transition from a document media system to an integrated library that communicates and tracks file usage across the website.
- Access to Font Awesome (an icon toolkit), paid by Upanup, is integrated into the CMS.
- Select from 3 different modern website design templates.

² For any homepage row views that feature an image field, a placeholder stock image will be used in absence of an assigned image.

Timeline

The entire process is anticipated to last 8-10 weeks from signed agreement to website launch. Upanup anticipates a start sometime in 2026. If this is approved to proceed, we will confirm the start date with the Township.

Pricing

The associated budget requirements for the CiviKit website platform are as follows:

- One-time website implementation and content migration fees = \$9,000 CAD (+ applicable tax)
- On-going platform fees = \$2,760 per year (+ applicable tax)

Ongoing platform fees are subject to an annual increase of (\$60 per calendar year). Implementation fees will be invoiced upon agreement unless the Township wishes to sign in 2025, and start the work in 2026, to which the implementation fees can be charged in the new year, so long as they're prior to the start date. Platform service fees will be invoiced annually, upon website delivery.

Payment Schedule

Summary of Services	Invoicing Date	Fees
Website implementation	Kick-off date	\$9,000
On-going platform fees (2026)	Website delivery	\$2,760

Working Partnership

Our values are incredibly important to our work and our working relationships. They are as follows: integrity, friendliness, progress, efficiency, and quality. We believe these values align well with your goals and culture, and we look forward to the opportunity to work with you!

Sincerely,

Aiden Chapiel

Solutions Specialist

aiden@upanup.com

C (403) 630-7206

Approval to Proceed

By signing below, both parties agree to proceed with this written agreement as per the above.



Signature:

Fees Approved:

Signature³:

Name: Charlotte O'Reilly⁴

Name:

Title: Marketing Director

Title:

Organization: Upanup Studios Inc.

Organization:

Date Sent and

Signed: October 17th, 2025

Date Signed:

PO# for the Invoice (optional):

Invoices to be Emailed to:

Invoicing notes: Payment can be made via cheque or direct deposit. Please send Upanup the EFT enrollment form if needed.

Upanup's mailing address is: Attn: Peter Knapp / Upanup / Suite 600, 844 Courtney Street | Victoria BC V8W 1C4

Approval date: If 90 days or more has passed between the date of this document and the approval to proceed, please check in with Upanup first since revisions the document may be needed before proceeding.

Confidentiality: Please note that the information included in this document is confidential and only to be shared with the intended audience at the Township of McKellar.

³ Upanup accepts electronic signatures.

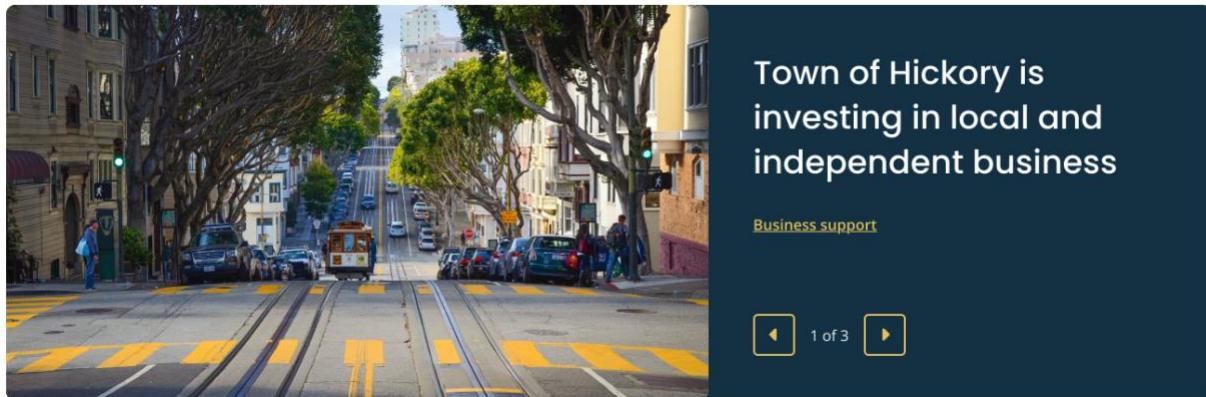
⁴ Authorized to sign on behalf of Upanup.

Appendix 1: Personalization Options

The following options can be changed at any point by Township staff.

Homepage Banner: Three Design Choices

Carousel



Full width image



Full width image with title



Homepage Row Views: Select from 7 displays

Cards (2, 3, or 4 across)

Events [!\[\]\(c2eefc36078b9c2b580a4c148e759859_img.jpg\) Event Calendar](#)



[Team Building](#)
Oct 14 2024

[Office Renovations](#)
Nov 4 - 6 2024

Events [!\[\]\(a056c990552412a574a27c48462ca5b1_img.jpg\) Event Calendar](#)



[Team Building](#)
Oct 14 2024

[Office Renovations](#)
Nov 4 - 6 2024

[Birthday Celebration](#)
Nov 6 2024

Events [!\[\]\(9079e5f6bd225050a2dcbd15a2d2efbc_img.jpg\) Event Calendar](#)



[Team Building](#)
Oct 14 2024

[Office Renovations](#)
Nov 4 - 6 2024

[Birthday Celebration](#)
Nov 6 2024

[Company Retreat](#)
Nov 21 2024

Featured Icon Card (small) + List

Card can be displayed as an icon (small shown below), text, or icon.

Meetings  [Meeting Schedule](#)

 Lunch & Learn Oct 30 2024	Bi-Weekly Full Team Meeting Nov 5 2024	All Hands Meeting Nov 12 2024
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Featured Icon Card (large) + List

Card can be displayed as an icon (large shown below), text, or icon.

Latest news  [All news](#)



[Rehabilitation & personal training are back!](#)
Apr 3 2021

[Registration guidelines during COVID-19](#)
Apr 3 2021

[Snowfall update, staff are working while down on equipment & man power](#)
Apr 3 2021

[Walking guide to Hickory's west shore communities](#)
Apr 3 2021

[Open call for photos for new municipal & tourism websites](#)
Apr 3 2021

Utilization of row backgrounds

Below example: Top row has a background, bottom row has no background.

Latest news [All news](#)



[Open call for photos for new municipal & tourism websites](#)
Apr 3 2021, 10:35am to 11:35pm

[Rehabilitation & personal training are back!](#)
Apr 3 2021

[Registration guidelines during COVID-19](#)
Apr 3 2021

[Snowfall update, staff are working while down on equipment & man power](#)
Apr 3 2021

[Walking guide to Hickory's west shore communities](#)
Apr 3 2021

Upcoming events [All events](#)



[Story WalkWednesdays](#)
Apr 3 2021



[Growing young farmer summer camp, 4-6 years](#)
Apr 3 2021



[Art explorers camp, 4-5 years](#)
Apr 3 2021

Quicklink Display

Quicklinks can show as icons or buttons. Cards can show with an image or icon, and text.

Icon quicklink with image card

[!\[\]\(2e5832c5af5e4acaa52c27bfc6fce64b_img.jpg\) Bylaws Enforcement](#)[!\[\]\(9fd88e6266bfe0733daef44c7344aa40_img.jpg\) Online Accounts](#)[!\[\]\(20b91340b38c2118e833e5fbfc26d7aa_img.jpg\) Garbage & Recycling](#)[!\[\]\(a2bba746bb4bd6301f053af512bc8156_img.jpg\) Property Tax](#)[!\[\]\(58b4dfce06ed9513161599cad2d4f2bf_img.jpg\) Council Meetings](#)[!\[\]\(188cb216e9a9b37af7f3c7559b9f04d3_img.jpg\) Report a Problem](#)



Recreation programs & facilities
Parks, trails, sports facilities, recreational centres and more.



Public transit
Affordable, safe and convenient means of local and regional transportation.

Button quicklink with icon card

[Service Directory](#)[Online Accounts](#)[Garbage & Recycling](#)[Property Tax](#)[Council Meetings](#)[Fire Bans](#)

[Recreation Programs](#)[Pet Licensing](#)[COVID-19](#)[Careers](#)[Report a Problem](#)



Recreation programs & facilities
Parks, trails, sports facilities, recreational centres and more.



Public transit
Affordable, safe and convenient means of local and regional transportation.

The following options are set during spin-up. While the Township can provide direction on the following, they are non-adjustable post launch.

Border radius (Sharp, Round, anything in between)

Sharp



[Team Building](#)
Oct 14 2024



[Office Renovations](#)
Nov 4 - 6 2024



[Birthday Celebration](#)
Nov 6 2024

Soft



[Story Walk Wednesdays](#)
⌚ Feb 21, 2023



[Growing young farmer summer camp, 4-6 years](#)
⌚ Jun 3 to 6, 2023



[Market Place Centre now open for business](#)
⌚ Jun 3 to 6, 2023

Example Homepage

Alerts

Select Language Contact Search.. Open

CivicKit Town of Hickory

Community & Recreation Building & Infrastructure Business & Economy Government

Town of Hickory is investing in local and independent business

Business support

1 of 5

Find services for... Residents Businesses Visitors

Bylaws Enforcement Online Accounts Garbage & Recycling Property Tax Council Meetings Report a Problem

Recreation programs & facilities Parks, trails, sports facilities, recreational centres and more.

Public transit Affordable, safe and convenient means of local and regional transportation.

Latest news All news

Open call for photos for new municipal & tourism websites Apr 3 2021, 10:35am to 11:35pm

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Snowfall update: staff are working while down on equipment & man power Apr 3 2021

Upcoming events All events

Story WalkWednesdays Apr 3 2021

Growing young farmer summer camp, 4-8 years Apr 3 2021

Art explorers camp, 4-5 years Apr 3 2021



McKellar Township Report to Council

Prepared for: COUNCIL

Department: TREASURY

Agenda Date: January 27, 2026

Report No: T-2026-1

Subject: Tax Arrears Status as of Dec.31, 2025

Recommendation:

THAT the Council for the Corporation of the Township of McKellar receives Report T-2026-1 Tax Arrears Status as of Dec.31, 2025.

Background:

Property taxes are a critical source of funding for essential municipal services and represent a key component of local government revenue. When property owners delay or fail to remit their taxes, the resulting shortfall places an added financial strain on the broader community of ratepayers. To promote timely payment and recover outstanding balances, the Municipality utilizes several outreach measures, including formal notices sent by mail and email, personalized correspondence, and direct engagement through telephone calls or in-person meetings.

Tax registration and property sale processes are regulated under the Municipal Act, 2001, and apply to properties that have been in tax arrears for a minimum of two years. Property owners should be aware that failure to meet tax obligations carries serious consequences, which may ultimately include the sale of the property to recover unpaid taxes.

Financial Analysis/Discussion:

This report provides information on property tax accounts with outstanding tax balances as of December 31, 2025. Below is summary of Tax Arrears:

Properties in Arrears	410
Total Amount of Arrears	\$ 542,721.53
Properties in Tax Sale Position	81
Amounts subject to Tax Sale	\$ 287,097.76

Currently, twenty-eight properties have been in arrears for more than four years. Outstanding tax balances continue to be closely monitored and addressed in a timely manner. Overall, total tax arrears have decreased by 11.71% compared to the previous year, while the amount subject to sale has been reduced by 20.63%.

Applicable Policy:

Bylaw 2019-50-Bylaw to adopt a property tax billing and Collection Policy

Conclusion:

That the Council for the Corporation of the Township of McKellar receives the Report T-2026-1 Tax Arrears Status as of Dec.31, 2025.

Respectfully submitted by:



Roshan Kantiya, Treasurer



Karlee Britton, Clerk/Administrator

***Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)***

ITEM 17.3

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
General										
235	RECEIVER GENERAL, CANADA REVENUE AGENCY TECHNOLOGY CENTRE, 875 HERON ROAD, OTTAWA, ON, K1A 1B1									
NOV25/25	11-25-25 CPP Deductions			12-31-25	\$2,832.32	\$2,832.32	01-00-000-631	CPP Deductions	\$0.00	\$8,581.97
NOV25/25	11-25-25 EI Deductions			12-31-25	\$709.80	\$709.80	01-00-000-632	EI Deductions	\$0.00	\$3,922.36
NOV25/25	11-25-25 Income Tax Payable			12-31-25	\$9,060.02	\$9,060.02	01-00-000-633	Income Tax Payable	\$0.00	(\$24,019.51)
								\$12,602.14		
Total General										
								\$12,602.14		
Total Bills To Pay:										
								\$12,602.14		

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
General										
DEC2025	643	12-02-25	OMERS ADMINISTRATION CORPORATION, 900-100 ADELAIDE STREET WEST, TORONTO, ON, M5H 0E2 OMERS Payable - PENSION CONTRIBUTION NOV 2025	12-31-25	\$17,354.06	\$17,354.06	01-00-000-639	OMERS Payable	\$0.00	(\$17,354.06)
\$17,354.06										
Total General										
General Government										
NOV-25	226	11-03-25	District of P.S. Municipal Assoc., c/o Township of McKellar, 701 Highway 124, Box 69, McKellar, ON, P0G 1C0 Miscellaneous Revenue - PAYMENT ERROR TO TWP	12-31-25	\$150.00	\$150.00	01-02-104-552	Miscellaneous Revenue	\$1,000.00	(\$5,062.09)
\$150.00										
DEC-25	873	12-03-25	Manulife Financial, PO BOX 1627, WATERLOO, ON, N2J 4P4 Employee Benefits	12-31-25	\$515.04	\$515.04	01-02-060-005	Employee Benefits	\$20,707.89	\$4,105.64
DEC-25		12-03-25	Employee Benefits	12-31-25	\$242.44	\$242.44	01-02-060-005	Employee Benefits	\$20,707.89	\$4,105.64
DEC-25		12-03-25	Employee Benefits	12-31-25	\$518.87	\$518.87	01-02-060-005	Employee Benefits	\$20,707.89	\$4,105.64
DEC-25		12-03-25	Employee Benefits	12-31-25	\$192.85	\$192.85	01-02-060-005	Employee Benefits	\$20,707.89	\$4,105.64
\$1,469.20										
DEC2/25	976	12-02-25	ROYAL CANADIAN LEGION BRANCH 394, 3130 BALSAM ROAD, DUNCHURCH, ON, P0A 1G0 Donations / Grants to Organizations & Groups - DISCRETIONARY DONATION	12-31-25	\$500.00	\$500.00	01-02-060-127	Donations / Grants to	\$4,000.00	\$2,850.00
\$500.00										
NOV-25	1019	11-22-25	CIBC VISA, P.O. BOX 4595, STATION "A", TORONTO, ON, M5W 4X9 Information Technology Support - REV	12-31-25	\$28.80	\$28.80	01-02-060-023	Information Technology	\$45,000.00	(\$10,841.89)
NOV-25		11-22-25	Telecommunicaiton Service (Internet, Website) - STARLINK	12-31-25	\$791.69	\$791.69	01-02-060-031	Telecommunicaiton	\$9,500.00	\$1,483.63
NOV-25		11-22-25	Telecommunicaiton Service (Internet, Website) - XPLORNET	12-31-25	\$99.21	\$99.21	01-02-060-031	Telecommunicaiton	\$9,500.00	\$1,483.63
NOV-25		11-22-25	Discretionary Donations - AMAZON	12-31-25	\$142.45	\$142.45	01-02-060-128	Discretionary Donations	\$5,000.00	\$1,759.22
\$1,062.15										
148875	1457	12-01-25	LASALLE BUSINESS MACHINES, 887-D NOTRE DAME AVE, SUDBURY, ON, P3A 2T2 Printing/Photocopier - PRINTER LEASE & COPIES - DECEMBER	12-31-25	\$431.85	\$431.85	01-02-060-012	Printing/Photocopier	\$5,000.00	\$525.82
\$431.85										

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
1486	AIG INSURANCE COMPANY OF CANADA, P.O. BOX 15286 STATION A, TORONTO, ON, M5W 1C1									
DEC-25	12-03-25 Employee Benefits			12-31-25	\$3.87	\$3.87	01-02-060-005	Employee Benefits	\$20,707.89	\$4,105.64
DEC-25	12-03-25 Employee Benefits			12-31-25	\$2.30	\$2.30	01-02-060-005	Employee Benefits	\$20,707.89	\$4,105.64
DEC-25	12-03-25 Employee Benefits			12-31-25	\$1.46	\$1.46	01-02-060-005	Employee Benefits	\$20,707.89	\$4,105.64
DEC-25	12-03-25 Employee Benefits			12-31-25	\$3.65	\$3.65	01-02-060-005	Employee Benefits	\$20,707.89	\$4,105.64
						\$11.28				
2611	4 IMPRINT, P.O. BOX 683, WINDSOR, ON, N9A 6N4									
30574773	11-18-25 Discretionary Donations - SWEATSHIRTS WITH LOGO			12-31-25	\$1,123.07	\$1,123.07	01-02-060-128	Discretionary Donations	\$5,000.00	\$1,759.22
						\$1,123.07				
Total General Government									\$4,747.55	
Fire Protection Services										
642	JIM REVINGTON, , , ,									
NOV-25	11-09-25 Miscellaneous - REIMBURSEMENT FOR CANTEEN MAY 30 - OCT 27/25			12-31-25	\$152.02	\$152.02	01-03-150-024	Miscellaneous	\$3,500.00	(\$255.40)
NOV-25	11-09-25 Miscellaneous - REIMBURSEMENT FOR CANTEEN MAY 30 - OCT 27/25			12-31-25	\$266.75	\$266.75	01-03-150-024	Miscellaneous	\$3,500.00	(\$255.40)
						\$418.77				
873	Manulife Financial, PO BOX 1627, WATERLOO, ON, N2J 4P4									
DEC-25	12-03-25 Employee Benefits			12-31-25	\$77.74	\$77.74	01-03-150-005	Employee Benefits	\$6,000.00	\$485.73
						\$77.74				
1019	CIBC VISA, P.O. BOX 4595, STATION "A", TORONTO, ON, M5W 4X9									
NOV-25	11-22-25 Courses & Training - CHAT GPT			12-31-25	\$32.52	\$32.52	01-03-150-015	Courses & Training	\$25,000.00	\$12,055.76
NOV-25	11-22-25 Courses & Training - MINUTE MAN			12-31-25	\$1,192.56	\$1,192.56	01-03-150-015	Courses & Training	\$25,000.00	\$12,055.76
NOV-25	11-22-25 Memberships/Subscriptions - YOUTUBE			12-31-25	\$13.22	\$13.22	01-03-150-017	Memberships/Subscriptio	\$1,200.00	(\$72.93)
NOV-25	11-22-25 Office Equipment - HOME DEPOT- BATTERIES			12-31-25	\$105.30	\$105.30	01-03-150-018	Office Equipment	\$3,000.00	(\$209.34)
NOV-25	11-22-25 Office Equipment - BEST BUY LENOVO LAPTOP			12-31-25	\$661.43	\$661.43	01-03-150-018	Office Equipment	\$3,000.00	(\$209.34)
NOV-25	11-22-25 Office Equipment - AMAZON MICRO SD			12-31-25	\$36.75	\$36.75	01-03-150-018	Office Equipment	\$3,000.00	(\$209.34)
NOV-25	11-22-25 Office Equipment - AMAZON 1TB HARD DRIVE			12-31-25	\$63.08	\$63.08	01-03-150-018	Office Equipment	\$3,000.00	(\$209.34)

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
NOV-25		11-22-25	Office Equipment - AMAZON LENOVO LAPTOP	12-31-25	\$1,016.58	\$1,016.58	01-03-150-018	Office Equipment	\$3,000.00	(\$209.34)
NOV-25		11-22-25	Office Equipment - BEST BUY RETURNED LENOVO LAPTOP	12-31-25	(\$661.43)	(\$661.43)	01-03-150-018	Office Equipment	\$3,000.00	(\$209.34)
NOV-25		11-22-25	Miscellaneous - WALMART	12-31-25	\$27.06	\$27.06	01-03-150-024	Miscellaneous	\$3,500.00	(\$255.40)
NOV-25		11-22-25	Miscellaneous - CHRISTMAS DINNER	12-31-25	\$184.95	\$184.95	01-03-150-024	Miscellaneous	\$3,500.00	(\$255.40)
NOV-25		11-22-25	Miscellaneous - CHRISTMAS DINNER	12-31-25	\$323.24	\$323.24	01-03-150-024	Miscellaneous	\$3,500.00	(\$255.40)
NOV-25		11-22-25	Miscellaneous - CHRISTMAS DINNNER	12-31-25	\$101.32	\$101.32	01-03-150-024	Miscellaneous	\$3,500.00	(\$255.40)
NOV-25		11-22-25	Fire Fighting Tools/Equipment - AMAZON HEAVY DUTY STRAP	12-31-25	\$213.67	\$213.67	01-03-150-111	Fire Fighting	\$29,724.00	\$3,793.08
NOV-25		11-22-25	Equipment & Repairs - HOME DEPOT - BATTERIES	12-31-25	\$707.23	\$707.23	01-03-150-114	Equipment & Repairs	\$8,500.00	\$4,399.31
NOV-25		11-22-25	Miscellaneous - CANADIAN TIRE - TOWER LOCK BOX & KEY	12-31-25	\$98.56	\$98.56	01-03-154-024	Miscellaneous	\$0.00	\$0.00
						\$4,116.04				
1110 NOV-25	BRUCE BURGOYNE, 12-02-25 Mileage - REIMBURSEMENT FOR MILEAGE - DROP OFF & PICK UP OF T512 AT CONSTABLES			12-31-25	\$72.00	\$72.00	01-03-150-006	Mileage	\$3,490.00	\$809.52
2610 1919	TXM Motorsports Inc., 1937 HWY 124, DUNCHURCH, ON, P0A 1G0 11-27-25 Maintenance Repairs - REPAIRS FOR GENERATOR			12-31-25	\$211.63	\$211.63	01-03-151-113	Maintenance Repairs	\$3,000.00	\$396.12
						\$72.00				
						\$211.63				
Total Fire Protection Services									\$4,896.18	
Building Department										
873 DEC-25	Manulife Financial, PO BOX 1627, WATERLOO, ON, N2J 4P4 12-03-25 Employee Benefits			12-31-25	\$508.32	\$508.32	01-04-170-005	Employee Benefits	\$9,126.62	\$2,836.03
						\$508.32				
1486 DEC-25	AIG INSURANCE COMPANY OF CANADA, P.O. BOX 15286 STATION A, TORONTO, ON, M5W 1C1 12-03-25 Employee Benefits			12-31-25	\$3.27	\$3.27	01-04-170-005	Employee Benefits	\$9,126.62	\$2,836.03
						\$3.27				
Total Building Department									\$511.59	

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
Protection to Persons and Property										
975	Minister of Finance (OPP), 33 KING STREET WEST, P.O. BOX 647, OSHAWA, ON, L1H 8X3	422711250840112	11-30-25 Policing Services Annual Levy - OPP LEVY - OCTOBER 2025	12-31-25	\$31,216.00	\$31,216.00	01-05-160-030	Policing Services Annual	\$374,588.00	\$93,644.00
\$31,216.00										
Total Protection to Persons and Property										
\$31,216.00										
Transportation										
362	Budget Propane & Oil, 1011 Beiers Rd, RR 1, Gravenhurst, ON, P1P 1R1	2415810	12-02-25 Furnace Oil - PROPANE HEATING - GARAGE	12-31-25	\$1,040.04	\$1,040.04	01-06-210-031	Furnace Oil	\$15,000.00	\$5,205.00
\$1,040.04										
873	Manulife Financial, PO BOX 1627, WATERLOO, ON, N2J 4P4	DEC-25	12-03-25 Employee Benefits	12-31-25	\$443.63	\$443.63	01-06-200-005	Employee Benefits	\$23,155.20	(\$233.84)
		DEC-25	12-03-25 Employee Benefits	12-31-25	\$437.34	\$437.34	01-06-200-005	Employee Benefits	\$23,155.20	(\$233.84)
		DEC-25	12-03-25 Employee Benefits	12-31-25	\$504.01	\$504.01	01-06-200-005	Employee Benefits	\$23,155.20	(\$233.84)
		DEC-25	12-03-25 Employee Benefits	12-31-25	\$269.99	\$269.99	01-06-200-005	Employee Benefits	\$23,155.20	(\$233.84)
		DEC-25	12-03-25 Employee Benefits	12-31-25	\$448.87	\$448.87	01-06-200-005	Employee Benefits	\$23,155.20	(\$233.84)
\$2,103.84										
1096	RHH ENGINEERING, 70 ISABELLA STREET, UNIT 111, PARRY SOUND, ON, P2A 2Z1	25019	12-01-25 Capital - Consult Service - HURDVILLE ROAD CONSULTING	12-31-25	\$11,346.24	\$11,346.24	01-06-634-428	Capital - Consult	\$179,606.40	\$81,092.87
\$11,346.24										
1474	GENERATIONS EFFECT, PO BOX 662, PARRY SOUND, ON, P2A 2Z1	2025T127-02	11-27-25 Capital - Consult Service - TURTLE NESTING & HATCHING HURDVILLE RD	12-31-25	\$2,497.00	\$2,497.00	01-06-634-428	Capital - Consult	\$179,606.40	\$81,092.87
\$2,497.00										
1486	AIG INSURANCE COMPANY OF CANADA, P.O. BOX 15286 STATION A, TORONTO, ON, M5W 1C1	DEC-25	12-03-25 Employee Benefits	12-31-25	\$2.05	\$2.05	01-06-200-005	Employee Benefits	\$23,155.20	(\$233.84)
		DEC-25	12-03-25 Employee Benefits	12-31-25	\$3.02	\$3.02	01-06-200-005	Employee Benefits	\$23,155.20	(\$233.84)
		DEC-25	12-03-25 Employee Benefits	12-31-25	\$1.92	\$1.92	01-06-200-005	Employee Benefits	\$23,155.20	(\$233.84)

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
DEC-25		12-03-25	Employee Benefits	12-31-25	\$1.92	\$1.92	01-06-200-005	Employee Benefits	\$23,155.20	(\$233.84)
DEC-25		12-03-25	Employee Benefits	12-31-25	\$1.81	\$1.81	01-06-200-005	Employee Benefits	\$23,155.20	(\$233.84)
\$10.72										

Total Transportation **\$16,997.84**

Environmental Services

12	Adams Brothers Construction Ltd, P.O. Box 324, Parry Sound, ON, P2A 2X4	11-29-25 Scrap Metal Revenue - SCRAP PURCHASE	12-31-25	(\$960.00)	(\$960.00)	01-08-104-571	Scrap Metal Revenue	\$8,500.00	(\$1,377.37)
187507		11-29-25 Waste Hauling Contract - WASTE HAULING	12-31-25	\$2,364.90	\$2,364.90	01-08-301-122	Waste Hauling Contract	\$60,000.00	\$12,120.74
CONTRACT - NOVEMBER									
\$1,404.90									
331	Municipality of McDougall, 5 Baragar Blvd., McDougall, ON, P2A 2W9	11-30-25 Waste Tipping Fees - WASTE TIPPING FEES-	12-31-25	\$3,967.88	\$3,967.88	01-08-301-123	Waste Tipping Fees	\$82,000.00	\$948.29
NOVEMBER									
\$3,967.88									
873	Manulife Financial, PO BOX 1627, WATERLOO, ON, N2J 4P4	12-03-25 Employee Benefits	12-31-25	\$244.67	\$244.67	01-08-300-005	Employee Benefits	\$1,428.00	\$6.89
DEC-25									
\$244.67									
1486	AIG INSURANCE COMPANY OF CANADA, P.O. BOX 15286 STATION A, TORONTO, ON, M5W 1C1	12-03-25 Employee Benefits	12-31-25	\$1.49	\$1.49	01-08-300-005	Employee Benefits	\$1,428.00	\$6.89
DEC-25									
\$1.49									

Total Environmental Services **\$5,618.94**

Health Services

196	NORTH BAY PARRY SOUND DISTRICT HEALTH UNIT, 345 OAK STREET WEST, NORTH BAY, ON, P1B 2T2	12-01-25 North Bay Parry Sound Health Unit Annual Levy - MUNICIPAL LEVY - DECEMBER 2025	12-31-25	\$3,691.33	\$3,691.33	01-09-330-030	North Bay Parry Sound	\$44,296.00	\$3,691.33
\$3,691.33									
257	Town of Parry Sound, 52 Seguin Street, Parry Sound, ON, P2A 1B4	12-03-25 EMS Ambulance Annual Levy - LAND AMBULANCE - DEC 2025	12-31-25	\$20,659.66	\$20,659.66	01-09-320-030	EMS Ambulance Annual	\$247,915.93	\$20,659.67
\$20,659.66									

Total Health Services **\$24,350.99**

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
Parks and Recreation Facilities										
290	Westburne Ontario, PO Box 1220 STN B, Mississauga, ON, L4Y 3W5									
4665830	10-08-25 Skating Rink Maintenance - AREANA LIGHTS	10-31-25	\$3,975.98	\$3,975.98			01-11-360-131	Skating Rink Maintenance	\$13,000.00	\$5,533.82
4665830	10-08-25 Skating Rink Maintenance - ENERGY DISCOUNT	10-31-25	(\$2,412.00)	(\$2,412.00)			01-11-360-131	Skating Rink Maintenance	\$13,000.00	\$5,533.82
873	Manulife Financial, PO BOX 1627, WATERLOO, ON, N2J 4P4									
DEC-25	12-03-25 Employee Benefits	12-31-25	\$244.67	\$244.67			01-11-360-005	Employee Benefits	\$3,672.00	\$780.23
1486	AIG INSURANCE COMPANY OF CANADA, P.O. BOX 15286 STATION A, TORONTO, ON, M5W 1C1									
DEC-25	12-03-25 Employee Benefits	12-31-25	\$1.49	\$1.49			01-11-360-005	Employee Benefits	\$3,672.00	\$780.23
Total Parks and Recreation Facilities										
Community Centre										
109	Home Hardware, 31 Joseph Street, Parry Sound, ON, P2A 2G3									
189514	12-01-25 Grounds Maintenance - SHOVELS FOR COMMUNITY CENTRE	12-31-25	\$77.32	\$77.32			01-12-370-116	Grounds Maintenance	\$3,000.00	\$2,557.95
873	Manulife Financial, PO BOX 1627, WATERLOO, ON, N2J 4P4									
DEC-25	12-03-25 Employee Benefits	12-31-25	\$404.48	\$404.48			01-12-370-005	Employee Benefits	\$2,734.74	(\$1,838.03)
1019	CIBC VISA, P.O. BOX 4595, STATION "A", TORONTO, ON, M5W 4X9									
NOV-25	11-22-25 Materials & Supplies - BEST BUY CHANGE TABLE	12-31-25	\$67.15	\$67.15			01-12-370-145	Materials & Supplies	\$2,500.00	\$63.61
1486	AIG INSURANCE COMPANY OF CANADA, P.O. BOX 15286 STATION A, TORONTO, ON, M5W 1C1									
DEC-25	12-03-25 Employee Benefits	12-31-25	\$1.49	\$1.49			01-12-370-005	Employee Benefits	\$2,734.74	(\$1,838.03)
Total Community Centre										

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
Planning and Development										
2612	THE ONTARIO AGGREGATE RESOURCES CORPORATION, 1001 CHAMPLAIN AVE, SUITE 103, BURLINGTON, ON, L7L 5Z4									
18-232342	12-03-25 Planning Consultant Services - PIT LICENSE FEE - 2018	12-31-25	\$200.00	\$200.00	01-14-400-021	Planning Consultant	\$50,000.00	\$28,613.62		
20-232341	12-03-25 Planning Consultant Services - PIT LICENSE FEE - 2019	12-31-25	\$351.00	\$351.00	01-14-400-021	Planning Consultant	\$50,000.00	\$28,613.62		
21-232345	12-03-25 Planning Consultant Services - PIT LICENSE FEE - 2020	12-31-25	\$358.00	\$358.00	01-14-400-021	Planning Consultant	\$50,000.00	\$28,613.62		
22-232344	12-03-25 Planning Consultant Services - PIT LICENSE FEE - 2021	12-31-25	\$361.00	\$361.00	01-14-400-021	Planning Consultant	\$50,000.00	\$28,613.62		
23-232343	12-03-25 Planning Consultant Services - PIT LICENSE FEE - 2022	12-31-25	\$370.00	\$370.00	01-14-400-021	Planning Consultant	\$50,000.00	\$28,613.62		
24-232339	12-03-25 Planning Consultant Services - PIT LICENSE FEE - 2023	12-31-25	\$394.00	\$394.00	01-14-400-021	Planning Consultant	\$50,000.00	\$28,613.62		
25-232340	12-03-25 Planning Consultant Services - PIT LICENSE FEE - 2024	12-31-25	\$3,081.00	\$3,081.00	01-14-400-021	Planning Consultant	\$50,000.00	\$28,613.62		
								\$5,115.00		
Total Planning and Development								\$5,115.00		
								Total Bills To Pay:	\$113,168.73	

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
General										
202 340	Ontario Good Road Association, 1525 Cornwall Road, Unit 22, Oakville, ON, L6J 0B2 11-24-25 Prepaid Expense - MUNICIPAL MEMBERSHIP FEES - 2026			12-31-25	\$832.11	\$832.11	01-00-016-834	Prepaid Expense	\$0.00	(\$149,293.90)
308 DEC9/25	Debbie Zulak, 12-09-25 Bank Account - COUNCILLOR PAY - NOV 23- DEC 06			12-31-25	\$701.80	\$701.80	01-00-011-801	Bank Account	\$0.00	(\$7,114,496.09)
1041 DEC2025	MARCO ANCINELLI, 12-10-25 Bank Account - VOLUNTEER FIRE FIGHTERS POINTS FOR YEAR 2025			12-31-25	\$50.00	\$50.00	01-00-011-801	Bank Account	\$0.00	(\$7,114,496.09)
1285 201901534	CLOUDPERMIT INC., P.O. BOX 12757, TORONTO, ON, M5W 0K5 12-01-25 Prepaid Expense - ANNUAL SUBSCRIPTION FEE - 2026			12-31-25	\$4,273.92	\$4,273.92	01-00-016-834	Prepaid Expense	\$0.00	(\$149,293.90)
Total General										
General Government										
109 189619	Home Hardware, 31 Joseph Street, Parry Sound, ON, P2A 2G3 12-09-25 Office Supplies/Materials - OFFICE WATER			12-31-25	\$17.97	\$17.97	01-02-060-009	Office	\$4,500.00	\$892.08
116 DEC-25	Hydro One Networks Inc., P. O. Box 4102 Stn A, Toronto, ON, M5W 3L3 12-03-25 Hydro Admin			12-31-25	\$1,097.69	\$1,097.69	01-02-060-008	Hydro Admin	\$14,000.00	(\$859.96)
194 68761	Near North Business Machines, 86 West RD, Huntsville, ON, P1H 1M1 12-01-25 Information Technology Support - FULLY MANAGED SERVICE PROGRAM - DECEMBER 2025			12-31-25	\$1,851.01	\$1,851.01	01-02-060-023	Information Technology	\$45,000.00	(\$10,870.69)
68765	12-01-25 Information Technology Support - MICROSOFT OFFICE 365 - DECEMBER			12-31-25	\$719.54	\$719.54	01-02-060-023	Information Technology	\$45,000.00	(\$10,870.69)

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
608 NB121	SCHOOLEY MITCHELL TELECOME CONSULTANTS, 320 Rushbrook Drive, Newmarket, ON, L3X 2C8	12-05-25 Telecommunicaiton Service (Internet, Website) - TELECOM SAVINGS		12-31-25	\$344.53	\$344.53	01-02-060-031	Telecommunicaiton	\$9,500.00	\$592.73
1502 25123	INFRASTRUCTURE SOLUTIONS INC., 1117-25 KINGSBRIDGE GARDEN CIRCLE, MISSISSAUGA, ON,	12-10-25 Consultant Services - FINAL PAYMENT FOR COMPLETION OF ASSET MANAGEMENT PLAN		12-31-25	\$5,088.00	\$5,088.00	01-02-060-021	Consultant Services	\$20,000.00	\$15,216.68
Total General Government										
Fire Protection Services										
116 DEC-25 DEC-25 DEC-25	Hydro One Networks Inc., P. O. Box 4102 Stn A, Toronto, ON, M5W 3L3	12-03-25 Hydro		12-31-25	\$106.18	\$106.18	01-03-151-008	Hydro	\$2,500.00	\$907.33
		12-03-25 Hydro		12-31-25	\$258.92	\$258.92	01-03-152-008	Hydro	\$3,500.00	\$509.89
		12-03-25 Hydro		12-31-25	\$126.14	\$126.14	01-03-154-008	Hydro	\$1,750.00	\$275.15
257 IVC000000000239	Town of Parry Sound, 52 Seguin Street, Parry Sound, ON, P2A 1B4	12-10-25 Mutual Aid Agreement - EMERGENCY TRAINING		12-31-25	\$226.59	\$226.59	01-03-150-102	Mutual Aid Agreement	\$9,500.00	\$409.57
Total Fire Protection Services										
Transportation										
35 01P252281	B&I Truck Parts Inc., 480 Dunlop Street West, Barrie, ON, L4N 9W5	12-05-25 Maintenance Costs/Parts - PARTS FOR FREIGHTLINER #19		12-31-25	\$640.05	\$640.05	01-06-237-143	Maintenance	\$17,000.00	(\$3,781.68)
116 DEC-25	Hydro One Networks Inc., P. O. Box 4102 Stn A, Toronto, ON, M5W 3L3	12-03-25 Hydro		12-31-25	\$282.69	\$282.69	01-06-210-008	Hydro	\$3,000.00	(\$1,066.55)
217 910867	Parry Sound Fuels, 114 Bowes Street, Parry Sound, ON, P2A 2L7	12-08-25 Fuel - Diesel - ULTRA LOW SULPHUR		12-31-25	\$3,607.44	\$3,607.44	01-06-228-142	Fuel - Diesel	\$65,000.00	\$19,707.82
 										

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
361 247547	Peto MacCallum Ltd, 165 Cartwright Ave, Toronto, ON, M6A 1V5	12-09-25	Capital - Consult Service - INTERSECTION COMPACTION TESTING HURDVILLE	12-31-25	\$1,272.00	\$1,272.00	01-06-634-428	Capital - Consult	\$179,606.40	\$67,249.63
						\$1,272.00				
845 458919	TOROMONT CAT, 3131 Highway 7 West., POBox 5511, Concord, ON, L4K 1B7	12-04-25	Capital - Transportation - PURCHASE OF CAT BACKHOE 420	12-31-25	\$208,162.60	\$208,162.60	01-06-200-429	Capital - Transportation	\$301,000.00	\$205,025.55
						\$208,162.60				
982 MCK012-25	AIR AUTOMOTIVE TRACKING INC., 160 COLLARD DRIVE, KING CITY, ON, L7B 1E4	12-02-25	Maintenance Costs/Parts	12-31-25	\$20.35	\$20.35	01-06-233-143	Maintenance	\$13,000.00	(\$7,235.08)
MCK012-25		12-02-25	Maintenance Costs/Parts	12-31-25	\$20.35	\$20.35	01-06-235-143	Maintenance	\$11,000.00	\$4,424.71
MCK012-25		12-02-25	Maintenance Costs/Parts	12-31-25	\$20.35	\$20.35	01-06-237-143	Maintenance	\$17,000.00	(\$3,781.68)
MCK012-25		12-02-25	Maintenance Costs/Parts	12-31-25	\$20.35	\$20.35	01-06-246-143	Maintenance	\$8,000.00	\$1,180.05
MCK012-25		12-02-25	Maintenance Costs/Parts	12-31-25	\$20.35	\$20.35	01-06-247-143	Maintenance	\$5,000.00	\$4,776.50
MCK012-25		12-02-25	Maintenance Costs/Parts	12-31-25	\$20.35	\$20.35	01-06-248-143	Maintenance	\$20,000.00	\$13,563.67
MCK012-25		12-02-25	Maintenance Costs/Parts	12-31-25	\$20.35	\$20.35	01-06-250-143	Maintenance	\$10,000.00	\$3,265.99
MCK012-25		12-02-25	Maintenance Costs/Parts	12-31-25	\$20.35	\$20.35	01-06-251-143	Maintenance	\$5,000.00	(\$4,307.39)
985 96434	GIN-COR, 5151 HIGHWAY 17 WEST, MATTAWA, ON, P0H 1V0	12-08-25	Maintenance Costs/Parts - PARTS FOR FREIGHTLINER #19	12-31-25	\$82.17	\$82.17	01-06-237-143	Maintenance	\$17,000.00	(\$3,781.68)
						\$82.17				
1520 1221	HV DUTY SUPPLY, 5 WATER STREET, PARRY SOUND, ON, P2A 3A3	12-05-25	Workshop Supplies - SHOP SUPPLIES - SOAPSTONE REFILL & UTILITY LAMP	12-31-25	\$24.50	\$24.50	01-06-210-148	Workshop Supplies	\$3,000.00	(\$91.23)
						\$24.50				
Total Transportation									\$214,234.25	
Street Lighting										
116	Hydro One Networks Inc., P. O. Box 4102 Stn A, Toronto, ON, M5W 3L3	12-03-25	Hydro	12-31-25	\$12.45	\$12.45	01-07-229-008	Hydro	\$1,900.00	(\$147.88)
DEC-25		12-03-25	Hydro	12-31-25	\$126.94	\$126.94	01-07-229-008	Hydro	\$1,900.00	(\$147.88)
DEC-25		12-03-25	Hydro	12-31-25	\$24.41	\$24.41	01-07-229-008	Hydro	\$1,900.00	(\$147.88)
DEC-25		12-03-25	Hydro	12-31-25	\$4.84	\$4.84	01-07-229-008	Hydro	\$1,900.00	(\$147.88)
						\$168.64				
Total Street Lighting									\$168.64	

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
Environmental Services										
116 DEC-25	Hydro One Networks Inc., P. O. Box 4102 Stn A, Toronto, ON, M5W 3L3 12-03-25 Hydro			12-31-25	\$149.43	\$149.43	01-08-300-008	Hydro	\$2,000.00	(\$55.63)
Total Environmental Services										
Parks and Recreation Facilities										
116 DEC-25	Hydro One Networks Inc., P. O. Box 4102 Stn A, Toronto, ON, M5W 3L3 12-03-25 Hydro			12-31-25	\$36.13	\$36.13	01-11-360-008	Hydro	\$450.00	\$59.03
218 2-1223177	Parry Sound Auto Parts, 74 Parry Sound Drive, Parry Sound, ON, P2A 0B8 12-04-25 Equipment Purchases - SNOW BLOWER			12-31-25	\$2,742.43	\$2,742.43	01-11-360-130	Equipment Purchases	\$2,400.00	\$1,958.65
1234 DEC-25	PHIL JEFKINS 12-09-25 Recreation Programs - REIMBURSEMENT: SUPPLIES FOR CANASTA - REC COMM			12-31-25	\$131.05	\$131.05	01-11-360-129	Recreation Programs	\$7,900.00	\$4,565.82
Total Parks and Recreation Facilities										
Community Centre										
109 189619	Home Hardware, 31 Joseph Street, Parry Sound, ON, P2A 2G3 12-09-25 Materials & Supplies - SALT FOR COMMUNITY CENTRE			12-31-25	\$22.37	\$22.37	01-12-370-145	Materials & Supplies	\$2,500.00	(\$3.54)
116 DEC-25	Hydro One Networks Inc., P. O. Box 4102 Stn A, Toronto, ON, M5W 3L3 12-03-25 Hydro			12-31-25	\$490.04	\$490.04	01-12-370-008	Hydro	\$7,500.00	\$866.04
Total Community Centre										

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
Cultural										
116 DEC-25	Hydro One Networks Inc., P. O. Box 4102 Stn A, Toronto, ON, M5W 3L3 12-03-25 Library - Hydro			12-31-25	\$372.43	\$372.43	01-13-381-008	Library - Hydro	\$5,000.00	(\$41.81)
Total Cultural										
						\$372.43				
Planning and Development										
2595 477429	PLANSCAPE INC., 104 KIMBERLEY AVE, BRACEBRIDGE, ON, P1L 1Z8 11-30-25 Planning Consultant Services - PLANNING SERVICES			12-31-25	\$1,250.57	\$1,250.57	01-14-400-021	Planning Consultant	\$50,000.00	\$23,498.62
477497	11-30-25 Planning Consultant Services - TOWNSHIP PLANNING			12-31-25	\$2,618.32	\$2,618.32	01-14-400-021	Planning Consultant	\$50,000.00	\$23,498.62
						\$3,868.89				
2612 26-232460	THE ONTARIO AGGREGATE RESOURCES CORPORATION, 1001 CHAMPLAIN AVE, SUITE 103, BURLINGTON, ON, L7L 5Z4 12-10-25 Planning Consultant Services - PIT LICENSE FEE - 2025			12-31-25	\$423.00	\$423.00	01-14-400-021	Planning Consultant	\$50,000.00	\$23,498.62
						\$423.00				
Total Planning and Development										
						\$4,291.89				
Education										
66 DEC2025	Conseil Scolaire Public du Nord-Est de l'Ontario, P.O. Box 3600, 820 Lakeshore Drive, North Bay, ON, P1B 9T5 12-11-25 School Board Requisitions - 4TH QUARTER PAYMENT TO SCHOOL BOARD			12-31-25	\$426.89	\$426.89	01-15-112-060	School Board Requisitions	\$0.00	(\$1,187.85)
						\$426.89				
190 DEC2025	Near North District School BD, 963 AIRPORT ROAD, PO Box 3110, North Bay, ON, P1B 8H1 12-11-25 School Board Requisitions - 4TH QUARTER PAYMENT TO SCHOOL BOARD			12-31-25	\$286,191.39	\$286,191.39	01-15-110-060	School Board Requisitions	\$0.00	(\$800,502.60)
						\$286,191.39				
223 DEC2025	Simcoe Muskoka Catholic District School Board, 46 Alliance Blvd, Barrie, ON, L4M 5K3 12-11-25 School Board Requisitions - 4TH QUARTER PAYMENT TO SCHOOL BOARD			12-31-25	\$12,427.84	\$12,427.84	01-15-111-060	School Board Requisitions	\$0.00	(\$41,922.91)
						\$12,427.84				
Total Education										
						\$299,046.12				
Total Bills To Pay:										
						\$537,379.18				

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
General Government										
119	Dan Hamel,	DEC-25	12-17-25 Miscellaneous	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
238	Scott Reekie,	DEC-25	12-17-25 Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
551	Ward Stoneman, ,	DEC-25	12-17-25 Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
762	CHRIS BORDELEAU,	DEC-25	12-17-25 Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
842	JANICE GIBSON,	DEC-25	12-17-25 Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
1040	ANDY WARD,	DEC-25	12-17-25 Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
1064	RODNEY MATTHEWS, , ,	DEC-25	12-17-25 Miscellaneous	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
1151	BRANDIE STONEMAN,	DEC-25	12-17-25 Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
1154	MARY SMITH,	DEC-25	12-17-25 Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
1189	THOMAS STONEMAN,	DEC-25	12-17-25 Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
1273	ROSHAN KANTIYA,	DEC-25	12-17-25 Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
1305	ROBERT MORRISON,									

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
DEC-25		12-17-25	Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
1347	KARLEE BRITTON,,,					\$150.00				
DEC-25		12-17-25	Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
1543	DUSTIN KRASNOZON,,,					\$150.00				
DEC-25		12-17-25	Miscellaneous	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
2576	MEGAN ATTARD,,,					\$150.00				
DEC-25		12-17-25	Miscellaneous - CHRISTMAS BONUS - 2025	12-31-25	\$150.00	\$150.00	01-02-060-024	Miscellaneous	\$3,000.00	\$2,906.44
						\$150.00				
Total General Government						\$2,250.00				
Total Bills To Pay:						\$2,250.00				

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
General Government										
60 1421484	Canada BrokerLink (Ontario) Inc., 104, 591 Main Street East, North Bay, ON, P1B 1B7 09-19-25 Insurance - ADDITIONAL PREMIUM DUE TO CHANGES IN 2024-2025 POLICY			12-31-25	\$1,992.00	\$1,992.00	01-02-060-014	Insurance	\$121,000.00	\$33,291.53
1040 DEC2023	ANDY WARD, 12-18-25 CHRISTMAS BONUS 2023-Stale Cheque			12-31-25	\$100.00	\$100.00	01-02-060-024	Miscellaneous	\$3,000.00	\$656.44
1154 MARCH2024	MARY SMITH, 12-18-25 Mileage TO SERVICE ONTARIO FOR PLATE RENEWALS			12-31-25	\$95.88	\$95.88	01-02-060-006	Mileage	\$2,500.00	\$2,300.00
1189 DEC2024	THOMAS STONEMAN, 12-18-25 Miscellaneous CHRISTMAS BONUS -24-St.Chq			12-31-25	\$100.00	\$100.00	01-02-060-024	Miscellaneous	\$3,000.00	\$656.44
1463 DEC2023	THOMAS STONEMAN, , , , 12-18-25 CHRISTMAS BONUS 2023-Stale Cheque			12-31-25	\$100.00	\$100.00	01-02-060-024	Miscellaneous	\$3,000.00	\$656.44
Total General Government										\$2,387.88
Fire Protection Services										
154 392811251015019	MINISTER OF FINANCE, 33 KING STREET WEST, P.O. BIX 620, OSHAWA, ON, L1H 8E9 11-28-25 Courses & Training - NEW PROGRAM REGISTRATION - ONTARIO FIRE			12-31-25	\$1,105.00	\$1,105.00	01-03-150-015	Courses & Training	\$25,000.00	\$6,508.12
257 IVC000000000239	Town of Parry Sound, 52 Seguin Street, Parry Sound, ON, P2A 1B4 12-12-25 Mutual Aid Agreement - OUR SHARE FOR COMPRESSED AIR MACHINE			12-31-25	\$53.65	\$53.65	01-03-150-102	Mutual Aid Agreement	\$9,500.00	(\$235.12)
795 DEC-25	WEST PARRY SOUND HEALTH CENTRE, 6 ALBERT STREET, PARRY SOUND, ON, P2A 3A4 12-11-25 Dispatch Services - FIRE DISPATCH SERVICES - 2025			12-31-25	\$1,967.40	\$1,967.40	01-03-150-105	Dispatch Services	\$2,500.00	\$2,419.86
										\$1,967.40

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
1526 250717-3	MAXTOWER COMPANY LIMITED, 5 EDMONDSON STREET, BRANTFORD, ON, N3R 7J2	12-04-25	Radio Tower Maintenance -FINAL HOLDBACK - TOWER	12-31-25	\$23,363.87	\$23,363.87	01-03-150-107	Radio Tower	\$180,000.00	(\$18,676.44)
\$23,363.87										
Total Fire Protection Services										
Protection to Persons and Property										
1463 DEC2023-2 DEC2023-2	THOMAS STONEMAN, , , , 12-18-25 Mileage-Stale Cheque 12-18-25 Miscellaneous UNIFORM ALTERING-Stale Chq	12-31-25 12-31-25	\$87.04 \$40.70	\$87.04 \$40.70	01-05-190-006 01-05-190-024	Mileage Miscellaneous	\$3,000.00 \$1,500.00	\$2,675.21 (\$263.72)		
\$127.74										
Total Protection to Persons and Property										
Transportation										
12 187774	Adams Brothers Construction Ltd, P.O. Box 324, Parry Sound, ON, P2A 2X4 12-18-25 Capital - Transportation - PICK UP FEE FOR BACKHOE IN SUDBURY	12-31-25	\$1,424.64	\$1,424.64	01-06-200-429	Capital - Transportation	\$301,000.00	(\$3,137.05)		
\$1,424.64										
81 91774	Fowler Construction Company, 1206 Rosewarne Drive, P.O. Box 630, Bracebridge, ON, P1L 1T9 11-30-25 Materials & Supplies - GRANULAR A & B - 2025-03-GRAVEL	12-31-25	\$689.16	\$689.16	01-06-223-145	Materials & Supplies	\$85,000.00	\$1,111.07		
91745	12-09-25 Capital - Construction - Roads - Hardtop - HURDVILLE RD PAVING PROGRESS PMT	12-31-25	\$620,760.87	\$620,760.87	01-06-634-424	Capital - Construction -	\$2,442,027.32	\$2,055,698.29		
\$621,450.03										
218 1-3101034 2-1223543	Parry Sound Auto Parts, 74 Parry Sound Drive, Parry Sound, ON, P2A 0B8 12-12-25 Workshop Supplies - BOOSTER CABLE 12-17-25 Maintenance Costs/Parts - SCREW STUDS FOR FREIGHTLINERS # 20	12-31-25	\$298.15	\$298.15	01-06-210-148	Workshop Supplies	\$3,000.00	(\$115.73)		
2-1223543	12-17-25 Maintenance Costs/Parts - SCREW STUDS FOR FREIGHTLINERS # 19	12-31-25	\$258.71	\$258.71	01-06-233-143	Maintenance	\$13,000.00	(\$7,255.43)		
						Maintenance	\$17,000.00	(\$4,524.25)		

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
1-3101383		12-15-25 Maintenance Costs/Parts - PARTS FOR FREIGHTLINER # 21		12-31-25	\$61.70	\$61.70	01-06-250-143	Maintenance	\$10,000.00	\$3,245.64
2-1223543		12-17-25 Maintenance Costs/Parts - SCREW STUDS FOR FREIGHTLINERS # 21		12-31-25	\$258.71	\$258.71	01-06-250-143	Maintenance	\$10,000.00	\$3,245.64
2-1223543		12-17-25 Maintenance Costs/Parts - SCREW STUDS FOR FREIGHTLINERS # 24		12-31-25	\$258.70	\$258.70	01-06-251-143	Maintenance	\$5,000.00	(\$4,327.74)
						\$1,394.68				
284	Weeks Construction Inc., PO Box 397, Parry Sound, ON, P2A 2X4									
108566		12-09-25 Materials & Supplies		12-31-25	\$26,621.74	\$26,621.74	01-06-634-145	Materials & Supplies	\$474,537.41	\$234,909.95
108566		12-09-25 Capital - Construction - Roads - Hardtop		12-31-25	\$42,925.45	\$42,925.45	01-06-634-424	Capital - Construction -	\$2,442,027.32	\$2,055,698.29
108566		12-09-25 Capital - Construction - Roads - Gravel		12-31-25	\$51,899.32	\$51,899.32	01-06-634-425	Capital - Construction -	\$777,446.40	\$310,352.54
108566		12-09-25 Capital - Consult Service		12-31-25	\$716.94	\$716.94	01-06-634-428	Capital - Consult	\$179,606.40	\$65,977.63
						\$122,163.45				
362	Budget Propane & Oil, 1011 Beiers Rd, RR 1, Gravenhurst, ON, P1P 1R1									
2415971		12-15-25 Furnace Oil - PROPANE HEATING - GARAGE		12-31-25	\$889.88	\$889.88	01-06-210-031	Furnace Oil	\$15,000.00	\$4,164.96
						\$889.88				
1400	KUBOTA NORTH SALES AND SERVICE, 1677 WINHARA ROAD, GRAVENHURST, ON, P1P 1R1									
01-117114		12-16-25 Capital - Equipment		12-31-25	\$10,175.99	\$10,175.99	01-06-601-403	Capital - Equipment	\$16,500.00	\$12,601.82
						\$10,175.99				
2556	Borgford Equipment Services Inc., 300 NOVA BEAUCAGE, NORTH BAY, ON, P1B 8G5									
2300		12-03-25 Filters		12-31-25	\$396.84	\$396.84	01-06-228-143	Filters	\$4,000.00	(\$4,822.71)
						\$396.84				
Total Transportation						\$757,895.51				
Street Lighting										
116	Hydro One Networks Inc., P. O. Box 4102 Stn A, Toronto, ON, M5W 3L3									
DEC-POLE		12-11-25 Hydro - MCKELLAR FERGUSON BOUNDARY RD STREETLIGHT - DEC 2025		12-31-25	\$7.99	\$7.99	01-07-229-008	Hydro	\$1,900.00	(\$316.52)
						\$7.99				
Total Street Lighting						\$7.99				
Parks and Recreation Facilities										
109	Home Hardware, 31 Joseph Street, Parry Sound, ON, P2A 2G3									
189706		12-17-25 Materials & Supplies - SUPPLIES FOR		12-31-25	\$15.71	\$15.71	01-11-360-145	Materials & Supplies	\$3,000.00	\$1,262.19
						\$15.71				

Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)

Invoice Number	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
Total Parks and Recreation Facilities									\$15.71	
Community Centre										
109 189649	Home Hardware, 31 Joseph Street, Parry Sound, ON, P2A 2G3 12-11-25 Materials & Supplies - SALT FOR COMMUNITY CENTRE			12-31-25	\$28.48	\$28.48	01-12-370-145	Materials & Supplies	\$2,500.00	(\$25.91)
									\$28.48	
Total Community Centre									\$28.48	
Total Bills To Pay:									\$786,953.23	

***Township of McKellar
A/P Preliminary Cheque Run
(Council Approval Report)***

Total Bills To Pay: \$57,644.09

CARRIED: DEFEATED:

Committee and Council Meeting

Resolution No.: 2025-80

Title: Town of Parry Sound
Request Near North District School Board replace PSHS Tennis Courts

Date: December 17, 2025

Moved by: Councillor Ryman
Second by: Councillor Hamer

THAT the Council for the Corporation of the Municipality of McDougall supports the attached resolution of the Town of Parry Sound, requesting that the Near North District School Board replace tennis courts on the Parry Sound JK-Grade 12 School property; and

That this resolution be copied to the Minister of Education, MPP Graydon Smith, Parents for Parry Sound, Community Schools Alliance, West Parry Sound Municipalities and First Nations in West Parry Sound.



Mayor



9.3.3.

THE CORPORATION OF THE TOWN OF PARRY SOUND
RESOLUTION IN COUNCIL

NO. 2025 - 145

DIVISION LIST

YES NO

DATE: November 4, 2025

Councillor G. ASHFORD
Councillor J. BELESKEY
Councillor P. BORNEMAN
Councillor B. KEITH
Councillor D. McCANN
Councillor C. McDONALD
Mayor J. McGARVEY

MOVED BY:

SECONDED BY:

CARRIED: DEFEATED: _____ Postponed to: _____

Whereas schools are an important part of the fabric of a community that extends beyond the physical classroom; and

Whereas three (3) tennis courts were built in the early 1970s as a partnership between the Parry Sound Tennis Club and the former West Parry Sound District School Board, on school board property at Parry Sound High School; and

Whereas these tennis courts were funded outside of school board funding; and

Whereas these courts were used from the time of installation, by Parry Sound High School students as part of their physical education classes and through the Parry Sound High School Tennis Club, as well as by members of the public through the Parry Sound Tennis Club; and

Whereas physical activity has many benefits for children and people of all ages, including improved academic performance, brain health, muscular fitness, greater range of motion, heart and lung health, cardiometabolic health, long-term health, bone strength, cognitive and social skills, and measures of a healthy weight; and

Whereas these three (3) tennis courts were removed by the School Board in 2023 as part of the new construction plan for the JK-Grade 12 school on site; and

Whereas the School Board's removal of the above-mentioned tennis courts resulted in tennis being removed from the high school physical education program, and termination of the High School Tennis Team; and

Whereas students and the public should not be left with fewer services as a result of the new school; and

Whereas Town Council has received a petition from members of the public to replace the tennis courts;

Now Therefore the Council of the Town of Parry Sound hereby requests that the Near North District School Board replace on School Board property the tennis courts; and

That this resolution be copied to the Minister of Education, MPP Graydon Smith, Parents for Parry Sound, Community Schools Alliance, West Parry Sound Municipalities and First Nations in West Parry Sound.



A handwritten signature in black ink, appearing to read "Jamie McGarvey", is written over a horizontal line. Below the signature, the name "Mayor Jamie McGarvey" is printed in a standard black font.

Mayor Jamie McGarvey



January, 2026

Ms. Karlee Britton
Clerk/Administrator
Township of McKellar
P.O. Box 69,
701 Hwy 124
McKellar, Ontario
P0G 1C0

Dear Ms. Britton:

I am writing on behalf of the Whitestone McKellar Lions Club requesting permission to once again place our Christmas Hamper and Toy donation boxes at the McKellar Community Centre and Library. This year's dates will be November 1st through December 19th, 2026.

During the 2025 McKellar Market season the Whitestone McKellar Lions Club participated in 4 summer markets as well as the Thanksgiving and Merry and Bright Christmas Markets. During the Merry and Bright Market, we had requested that our donation boxes be placed at the Community Centre and Library, since all donations go directly back into the McKellar and Whitestone communities. You graciously agreed that we could do so.

Each year we support a number of families in both communities. This past Christmas we were proud to serve 28 families, including 41 children. As mentioned previously, we work collaboratively with Caroline Claridge, Family Service Worker, at the Salvation Army in Parry Sound and any families from Whitestone or McKellar that approach The Salvation Army are given back to us to support at Christmas. It is an excellent working relationship and we know that The Salvation Army is grateful that we reduce their administrative support for these families along with keeping their resources intact for the Parry Sound and area communities.

Many thanks for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Joyce M. Campbell".

Joyce Campbell
President, Whitestone McKellar Lions Club
E-mail: joymbell49@gmail.com
Tel: 1 (519) 502-9399

CORPORATION OF THE TOWNSHIP OF MCKELLAR**BY-LAW NO. 2026-03**

**Being a By-law to authorize the Borrowing of Money
to Meet Current Expenditures of the Council of the
Township of McKellar**

WHEREAS pursuant to Section 407(1) of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, at any time during a fiscal year, a municipality may authorize temporary borrowing, until the taxes are collected and other revenues are received, of the amounts that the municipality considers necessary to meet the expenses of the municipality for the year;

AND WHEREAS pursuant to Section 407(2) of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, except with the approval of the Local Planning Appeal Tribunal, the total amount borrowed at any one time plus any outstanding amounts of principal borrowed and accrued interest shall not exceed,

- a) From January 1 to September 30 in the year, 50 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year; and
- b) From October 1 to December 31 in the year, 25 percent of the total estimated revenues of the municipality as set out in the budget adopted for the year;

AND WHEREAS pursuant to Section 407(3) of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, until the budget is adopted in a year, the limits upon borrowing under subsection (2) shall temporarily be calculated using the estimated revenues of the municipality set out in the budget adopted for the previous year;

NOW THEREFORE the Council of the Corporation of the Township of McKellar hereby enacts as follows:

1. **THAT** the Head of Council and the Treasurer are authorized on behalf of the Municipality to borrow from time to time by way of promissory note or bankers' acceptance from CANADIAN IMPERIAL BANK OF COMMERCE ("CIBC") a sum or sums not exceeding the aggregate \$800,000.00 to meet, until taxes are collected, the current expenditures of the Municipality for the year (including the amounts required for the purposes mentioned in subsection 407(1) of the Act) and to give to CIBC promissory notes or bankers' acceptances, as the case may be, sealed with the corporate seal of the Municipality and signed by the Head of Council and Treasurer for the sums borrowed plus interest at a rate to be agreed upon from time to time with CIBC.

2. **THAT** all sums borrowed pursuant to this by-law, as well as all other sums pursuant to the Act in this year and in previous years from CIBC for any purpose will, with interest thereon, be a charge upon the whole of the revenues of the Municipality for the current year and for all preceding years as and when this revenue is received.
3. **THAT** the Treasurer is authorized and directed to apply in payment of all sums borrowed plus interest, all of the moneys collected or received on account in respect of taxes levied for the current year and preceding years or from any other source which may lawfully be applied for this purpose.
4. **THAT** the Treasurer is authorized to furnish to CIBC a statement showing the nature and amount of the estimated revenues of the Municipality not yet collected and also showing the total of any amounts borrowed that have not been repaid.
5. **THAT** By-law No. 2025-02 is hereby repealed.

READ a **FIRST** and **SECOND** time this 27th day of January, 2026.

David Moore, Mayor

Karlee Britton, Clerk/Administrator

READ a **THIRD** time and **PASSED** in **OPEN COUNCIL** this 27th day of January, 2026.

David Moore, Mayor

Karlee Britton, Clerk/Administrator

CORPORATION OF THE TOWNSHIP OF MCKELLAR

BY-LAW NO. 2026-04

Being a By-law to Levy Certain Interim Rates, Taxes and Charges for the Year 2026

WHEREAS Section 317 of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, provides that the Council of a local municipality, before the adoption of the estimates for the year under Section 290, may pass a by-law levying amounts on the assessment of property in the local municipality rateable for local municipal purposes;

AND WHEREAS the Council of the Corporation of the Township of McKellar deems it advisable and expedient that such a levy should be made:

NOW THEREFORE the Council of the Corporation of the Township of McKellar hereby enacts as follows:

1. (i) **THAT** The following interim taxes, rates and charges are hereby levied, rated and imposed to be collected on the whole of the rateable properties in the Township of McKellar, in the following manner:
 - a. For all the properties in the Residential, Pipeline, Farmland and Managed Forest property classes there shall be imposed and collected an interim tax levy of 50% of the total taxes for municipal and school purposes levied in the year 2025.
 - b. For all properties in Multi-Residential, Commercial and Industrial property classes there shall be imposed and collected an interim tax levy of 50% of the total taxes for municipal and school purposes levied in the year 2025.
- (ii) **THAT** for the purposes of calculating the total amount of taxes for the year 2026 under paragraph 1, if any taxes for municipal and school purposes were levied on the property for only part of 2025 because assessment was added to the collector's roll during 2025, an amount shall be added equal to the additional taxes that would have levied on the property if taxes for the municipal and school purposes had been levied for the entire year.
- (iii) **THAT** the provisions of this by-law apply in the event that assessment is added for the year 2026 to the collector's roll after the date this by-law is passed and an interim levy shall be imposed and collected.
- (iv) **THAT** all taxes levied under this by-law shall be payable into the hands of the Treasurer in accordance with the provisions of this by-law.

2. **THAT** said interim tax levy shall become due and payable on the 1st day of April 2026.
3. **THAT** on all the taxes of the interim levy, which are in default on the 1st day of April 2026, a penalty of one and one quarter percent of such tax levy (1.25%) shall be added and thereafter a penalty of one and one quarter percent (1.25%) will be added on the first day of each and every month the default continues, until December 31, 2026.
4. **THAT** penalties added on all taxes of the tax levy in default shall be collected forthwith as if the same had originally been imposed and formed part of such unpaid tax levy.
5. **THAT** the Tax Collector or Treasurer may mail or cause the same to be mailed to the residence or place of business of such person indicated on the last revised assessment roll, a written or printed notice specifying the amount of taxes payable.

6. **THAT** taxes are payable at the Township of McKellar Municipal Office, McKellar, Ontario.
7. **THAT** the subsequent interim levy for the year 2026 to be made under the Municipal Act shall be reduced by the amount to be raised by the levy imposed by this by-law.
8. **THAT** the provisions of Section 317 of the Municipal Act, as amended, apply to this by-law with necessary modifications.
9. **THAT** the Treasurer/ Tax Collector is hereby authorized to accept part payment from time to time on account of any taxes due or to become due and to give a receipt for such part payment, provided that the acceptance of any such part payment shall not affect the collection of any percentage charge imposed and collectable in respect of non-payment of any taxes or of any installment thereof.
10. **THAT** nothing in this by-law shall prevent the Treasurer/Tax Collector from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.

READ a **FIRST** and **SECOND** time this 27th day of January, 2026.

David Moore, Mayor

Karlee Britton, Clerk/Administrator

READ a **THIRD** time and **PASSED** in **OPEN COUNCIL** this 27th day of January, 2026.

David Moore, Mayor

Karlee Britton, Clerk/Administrator

CORPORATION OF THE TOWNSHIP OF MCKELLAR**BY-LAW NO. 2026-05**

**Being a By-law to Set Tax Ratios for Municipal
Purposes for the Year 2026**

WHEREAS the Municipal Act 2001, Sec 308 (2) & (3) state that a set of tax ratios for every municipality shall be established in accordance with this section and that the tax ratios are the ratios that the tax rate for each property class must be to the tax rate for the residential property class where the residential property class tax ratio is 1; and

WHEREAS the tax ratios determine the relative amount of taxation to be borne by each property class; and

WHEREAS the Municipal Act 2001, Sec 308(8) states that the tax ratio for a property class must be within the allowable range prescribed for the property class; and

WHEREAS Ontario Regulation 386/98 sets out Allowable Ranges for Tax Ratios;

NOW THEREFORE the Council of the Corporation of the Township of McKellar hereby enacts as follows:

1. **THAT** For the taxation year 2026, the tax ratio for property in:
 - a) the residential/farm property class is 1.0;
 - b) the commercial property class is 1.1;
 - c) the industrial property class is 1.1;
 - d) the farmlands property class is 0.25;
 - e) the managed forest property class is 0.25;
 - f) the multi-residential property class is 1.1
 - g) the aggregate extraction property class is 0.895077
2. **THAT** for the purpose of this By-law:
 - a) the commercial property class includes all commercial office property, shopping centre property and parking lot property;
 - b) the industrial property class includes all large industrial property;
3. **THAT** By-law No. 2025-30 is hereby repealed.
4. **THAT** This By-law shall come into force and take effect upon passage by Council.

READ a **FIRST** and **SECOND** time this 27th day of January, 2026.

David Moore, Mayor

Karlee Britton, Clerk/Administrator

READ a **THIRD** time and **PASSED** in **OPEN COUNCIL** this 27th day of January, 2026.

David Moore, Mayor

Karlee Britton, Clerk/Administrator



22. Unfinished Business

Date	Res. No.	Item & Description	Assigned to	Status
		Deerfield-Bay Road Upgrades	Public Works & Administration	No response from the Association, project on hold.
		Stoney Road, Dockside Drive and Bruce Trail (Fire Route 152, 152A, 152B) Road Upgrades	Public Works & Administration	Road studies completed. Awaiting 2/3 in favour.
		Moffat Road Upgrades	Public Works & Administration	Road study completed.
Mar. 7/23	23-204	By-law 2023-23 Being a By-law to Regulate Dogs in the Township	By-law Enforcement	By-law deferred at Dec. 19/23 meeting. BLEO to make updates and present to Council at a future meeting.
Feb. 7/24	24-080	By-law 2024-15 Being a By-law to Amend the Parking By-law (with respect to fees)	By-law Enforcement	Report to Council on the area Municipality fees.
Mar. 1/24	24-107 25-194	Quotations for Playground Equipment for Broadbent Ball Park	Administration	Awaiting NOFHC grant response for new equipment at all 5 parks.
Mar. 4/25		Add to the greeting message that calls are recorded	Administration	Current phones do not have this capability. Contract is up in September 2027.
May 6 /25		Sever Township Property on Dockside Drive to create 5 new non-waterfront lots	Administration	Surveying of 5 lots is completed.
October 29/25		Monument repairs in cemeteries (Lakeview, Hurdville and St. Stephen's)	Administration and Public Works Department	Sanderson Monument started work on November 24, 2025; to be completed in spring.
August 19/25		The floor in the Community Hall and the McKellar Arena is to be replaced	Public Works Department	RHH Engineering is reviewing the arena floor. Staff are pricing flooring for the hall, with samples to come.
Oct 21/25	25-445	Cyber Security Insurance	Finance/Treasury	Awaiting Report to Council from IT consultant.

9.5.6
THE CORPORATION OF THE TOWN OF PARRY SOUND
RESOLUTION IN COUNCIL

NO. 2025 – 173.

DIVISION LIST	YES	NO	DATE: December 16, 2025
Councillor G. ASHFORD	_____	_____	MOVED BY:
Councillor J. BELESKEY	_____	_____	
Councillor P. BORNEMAN	_____	_____	_____
Councillor B. KEITH	_____	_____	_____
Councillor D. McCANN	_____	_____	_____
Councillor C. McDONALD	_____	_____	_____
Mayor J. McGARVEY	_____	_____	_____
CARRIED: <input checked="" type="checkbox"/>	DEFEATED: _____	Postponed to: _____	

WHEREAS Council for the Town of Parry Sound is a lead partner municipality of the Parry Sound Public Library; and

WHEREAS the Federal Government of Canada has introduced new legislation through Bill C-15 that threatens interlibrary loans by repealing Paragraphs 19(1)(d) to (g.1) of the Canada Post Corporations Act that provides for a reduced rate of postage for library materials lent by a library to a borrower, including by means of an interlibrary loan.; and

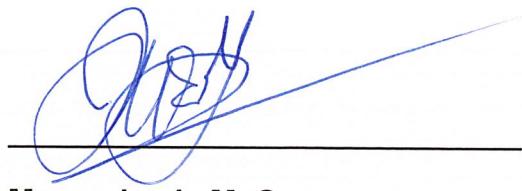
WHEREAS interlibrary loans are an essential part of how libraries in Canada operate and rely on the provisions of the Canada Post Corporation Act to provide access to materials for the millions of library users in Canada.; and

WHEREAS if Canada Post can increase rates without any oversight from Parliament or the Government of Canada – as C-15 would permit - libraries across Canada will be devastated, put a strain on already surging library budgets and threaten their ability to offer this essential service for access, equity and literacy for all.

NOW THEREFORE BE RESOLVED that the Council of the Town of Parry Sound hereby requests that the government withdraw this amendment to the Canada Post Corporations Act, to ensure that library products remain accessible for all of Canada through interlibrary loans.; and

FURTHERMORE that a copy of this resolution be sent to the Honourable Joël Lightbound, Minister of Government Transformation, Public Works and Procurement, Scott Aitchison MP for Parry Sound-Muskoka, the Parry Sound Public Library and all

West Parry Sound District Municipalities to serve the best interests of patrons from the library's partner municipalities, Township of The Archipelago, The Municipality of McDougall and The Township of Carling, and all others in which non-member patrons reside.



Mayor Jamie McGarvey

ITEM 25.2

Municipal Levy Allocation

Township of McKellar Billings

2026 DSSAB Levy

	Total	OW Financial Assistance	Social Housing	Child Care MEdU
OW Program	1,467,000	1,467,000		
Child Care - MEdU	525,682			525,682
Social Housing	3,581,641		3,581,641	
Community Services - VAW	-	-		
Community Services - Housing	144,699		144,699	
Social Assistance Rate Restructuring	253,200	253,200		
Housing Facilities Reserves	843,466		843,466	
Subtotal		1,720,200	4,569,806	525,682
DSSAB Facilities Reserves	500,000	126,194	335,242	38,564
Homemaker's Program	20,000	5,048	13,410	1,543
Corporate Services	365,407	92,224	244,999	28,183
	7,701,095	1,943,666	5,163,457	593,972
Apportionment	4.53%	4.531%	4.531%	4.531%
Levy	348,964	88,074	233,974	26,915

District of Parry Sound Social Services Administration Board

2026 Levy Apportionment Schedule

Municipality	Current Value Assessment	Apportionment	Levy Amount
Archipelago	2,208,056,400	13.691%	1,054,394.24
Armour	427,086,209	2.648%	203,942.82
Burks Falls	85,364,700	0.529%	40,763.47
Callander	595,342,609	3.692%	284,288.85
Carling	1,111,869,205	6.894%	530,941.37
Joly	70,431,500	0.437%	33,632.55
Kearney	413,167,100	2.562%	197,296.14
Machar	285,932,900	1.773%	136,539.09
Magnetawan	755,874,409	4.687%	360,946.23
McDougall	848,064,700	5.259%	404,969.07
McKellar	730,781,100	4.531%	348,963.63
McMurrich	264,319,518	1.639%	126,218.23
Nipissing	421,388,693	2.613%	201,222.13
Parry Sound	803,496,300	4.982%	383,686.70
Perry	523,137,500	3.244%	249,809.37
Powassan	363,521,377	2.254%	173,589.25
Ryerson	209,449,100	1.299%	100,016.43
Seguin	3,824,840,327	23.717%	1,826,443.21
South River	77,531,300	0.481%	37,022.86
Strong	311,997,100	1.935%	148,985.30
Sundridge	111,173,300	0.689%	53,087.63
Whitestone	664,494,801	4.120%	317,310.51
15,107,320,148		93.676%	7,214,069.08
Unincorporated Areas	1,019,903,800	6.324%	487,025.92
Total	16,127,223,948	100.000%	7,701,095.00



District of Parry Sound Social Services Administration Board

2026 Operating and Capital Budget

December 11, 2025

Presented By:
Sylvia Roy, CPA, CGA
Director of Finance

Tammy MacKenzie, M.Ed RP
Chief Administrative Officer

District of Parry Sound
Social Services
Administration Board



TABLE OF CONTENTS

	Page #
<u>2026 Budget Highlights</u>	3
<u>Summary of Municipal Levy</u>	4
<u>Municipal Levy Rate vs. Property Tax Rate Trends</u>	5
<u>Municipal Levy Rate vs. Property Tax Rate Trends Continued</u>	6
<u>District Assessment Growth vs. District Property Tax Rate Decrease</u>	7
<u>2026 Municipal Levy Distribution Per Apportionment Guidelines</u>	8
<u>2026 Municipal Tax Levy Increase Per MPAC Assessments</u>	9
<u>Operating and Capital 2026 Budget Overview</u>	10
<u>Operating and Capital Budget 2026 Overview Continued</u>	11
<u>Total Expenditures & Funding</u>	12
INCOME SUPPORT & STABILITY PROGRAM	
<u>Introduction and Accomplishments</u>	14-16
<u>Challenges & Budget Impacts Continued</u>	17-18
<u>Operating Budget 2026</u>	19-20
CHILDCARE SERVICE MANANGEMENT PROGRAM	
<u>Introduction</u>	22
<u>Accomplishments, Challenges & Budget Impacts</u>	23
<u>Operating Budget 2026</u>	24
DIRECTLY OPERATED CHILDCARE PROGRAM	
<u>Introduction</u>	26-27
<u>Accomplishments</u>	27
<u>Challenges & Budget Impacts</u>	28-29
<u>Locations of Directly Operated Licensed Childcare Programs</u>	30
<u>Locations of Home Child Care Providers in the District</u>	31
<u>Location of Early Years Programs</u>	32
HOUSING SERVICE MANAGEMENT PROGRAM	
<u>Introduction</u>	34
<u>Accomplishments, Challenges & Budget Impacts</u>	35
<u>Operating Budget 2026</u>	36
HOUSING TENANT SERVICES PROGRAM	
<u>Introduction</u>	38
<u>Accomplishments, Challenges & Budget Impacts</u>	39
<u>Location of Social Housing Units</u>	40
<u>Social Housing Units and Tenant Income Sources</u>	41

TABLE OF CONTENTS – cont'd

	Page #
HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS	
<u>Introduction</u>	43-44
<u>Accomplishments</u>	45
<u>Challenges & Budget Impacts</u>	45-46
WOMEN'S SERVICES PROGRAM (ESPRIT PLACE)	
<u>Introduction</u>	48-49
<u>Accomplishments, Challenges & Budget Impacts</u>	50
<u>Operating Budget 2026</u>	51
DSSAB FACILITIES MAINTENANCE	
<u>Introduction</u>	53
<u>Operating Budget 2026</u>	54
CORPORATE SERVICES	
<u>CAO Office & Board</u>	56-57
<u>Finance</u>	59-60
<u>Human Resources & Health & Safety</u>	62-63
<u>Communications</u>	65-67
<u>Information Technology</u>	69-70
<u>Operating Budget 2026</u>	71
SOCIAL ASSISTANCE RESTRUCTURING FUND	
<u>Introduction</u>	73
<u>Operating Budget 2026</u>	74
CONTRIBUTIONS TO CAPITAL RESERVES	
<u>Introduction</u>	76
<u>Operating Budget 2026</u>	77
CAPITAL BUDGET AND RESERVES OVERVIEW	
<u>General Operating Fund & DSSAB Facilities Capital Fund</u>	79
<u>Social Housing Capital Fund & Reserves Schedule</u>	80
<u>2026 Capital Budget Schedule</u>	81-82
25-YEAR CAPITAL PLAN & RESERVES	
<u>Overview</u>	83
<u>Schedule of 25-Year Capital Plan and Reserves</u>	84-85

2026 BUDGET HIGHLIGHTS

The 2026 Operating and Capital Budget has been developed by the Senior Leadership Team with a commitment to ensuring the District of Parry Sound Social Services Administration Board (DSSAB) can continue to maintain existing levels of service to the community while minimizing municipal levy fluctuations and maximizing Provincial-Municipal cost sharing arrangements.

NET REQUIRED MUNICIPAL LEVY - \$7,701,095 (6.5% over 2025 Net Levy)

- 5.22% property tax rate increase (\$11.86 on property valued at \$500,000)
- An increase or decrease of approximately \$72,000 to the net levy is equal to 1%
- 2026 budget is funded primarily through: provincial funding (59%); municipal funding (17%); and user fees and grants (24%).
- Includes \$1,343,466 contribution to capital reserves
- Inflationary pressures for the DSSAB include:
 - Adjustments for 2026 collective agreement negotiations;
 - CPI increase for non-union staff;
 - Utilities –hydro & gas– 5% + per year
 - Insurance premiums
 - Cost of supplies and construction increasing due to supply limitations
- Interdepartmental Overhead Allocations:
 - In 2026, the DSSAB continues the allocation of corporate services to program departments to better reflect the true costs of the services. The allocation method provides a consistent, fair and efficient method for distributing costs to program departments on an annual basis;
 - Allocated costs include:
 - ✓ CAO's Office, Finance, Human Resources
 - ✓ Corporate Wide Communications
 - ✓ Information Technology
- The 2026 Budget structure includes:
 - Operating Budget which provides the necessary resources to deliver programs and services to meet the needs of the community and accommodates for inflationary pressures.
 - Capital Budget which provides for the infrastructure requirements of DSSAB buildings and equipment, and social housing stock as identified in the Asset Management Plan (AMP)

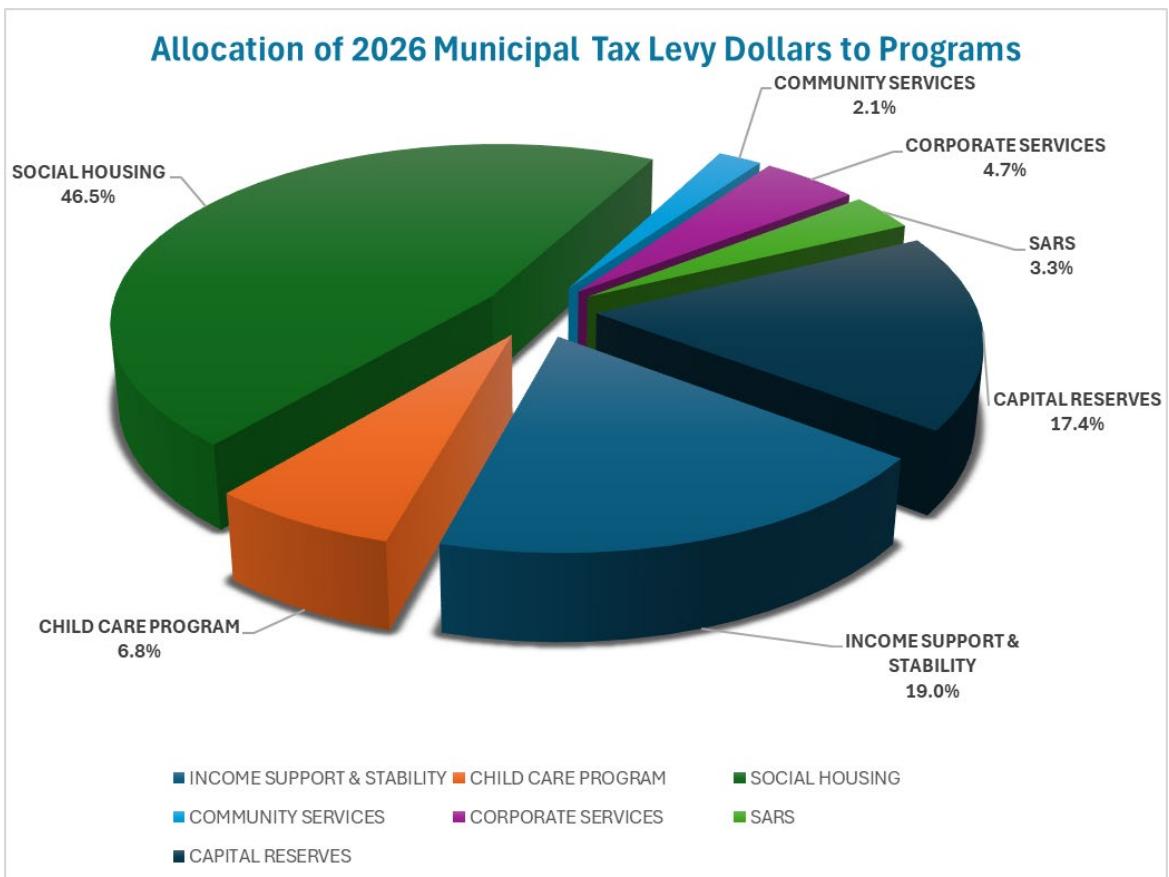
CAPITAL BUDGET - \$1,623,042 funded through capital reserves and grants

- Expenditures based on 2026 asset management plan derived from building condition assessments completed in 2023
- Does not include an amount for capital for the Non-Profit Housing Providers; however, the DSSAB is responsible under the operating agreements should something arise

SUMMARY OF MUNICIPAL LEVY – 6.5% CHANGE TO LEVY

	2025 Budget	2026 Budget	% of Program Budget of 2026	2026 Tax on \$500k MPAC Assessment
Income Support & Stability Program	1,467,000	1,467,000	19.0%	45.48
Child Care Program	597,486	525,682	6.8%	16.30
Housing Program	3,382,265	3,581,641	46.5%	111.04
Community Services	170,787	164,699	2.1%	5.11
Corporate Services	221,337	365,407	4.7%	11.33
Social Assistance Restructuring Fund	157,200	253,200	3.3%	7.85
	\$ 5,996,075	\$ 6,357,629	82.6%	\$ 197.11
Capital Reserve Contributions	1,235,000	1,343,466	17.4%	41.65
	\$ 1,235,000	\$ 1,343,466	17.4%	\$ 41.65
	\$ 7,231,075	\$ 7,701,095	100.00%	\$ 238.76

Increase / (Decrease) to Net Municipal Levy \$ 470.020
Percentage Increase / (Decrease) To Net Levy 6.50%
Percentage Increase / (Decrease) To Tax Rate 5.22%
Increase / (Decrease) On \$500,000 MPAC Assessment \$ 11.86



MUNICIPAL LEVY RATE vs. PROPERTY TAX RATE TRENDS

The chart on the next page illustrates the direct relationship between the DSSAB's levy rate and its calculated property tax rate over the previous ten (10) budget years based on a residential home assessed at \$500,000 in the District of Parry Sound.

The DSSAB's levy rate has hovered between (1.00% to 3.95% - **blue line**) over the previous ten (10) budget years 2016 – 2025 and has been calculated and presented as a higher budget rate each year than the DSSAB's total annual budget calculated as a district municipal property tax rate for the same budget years. (0.05% to 2.42% - **orange line**).

The examples below, comparing with budget years 2016 and 2015, explain how the DSSAB annual levy rate and the DSSAB annual property tax rate are calculated each year:

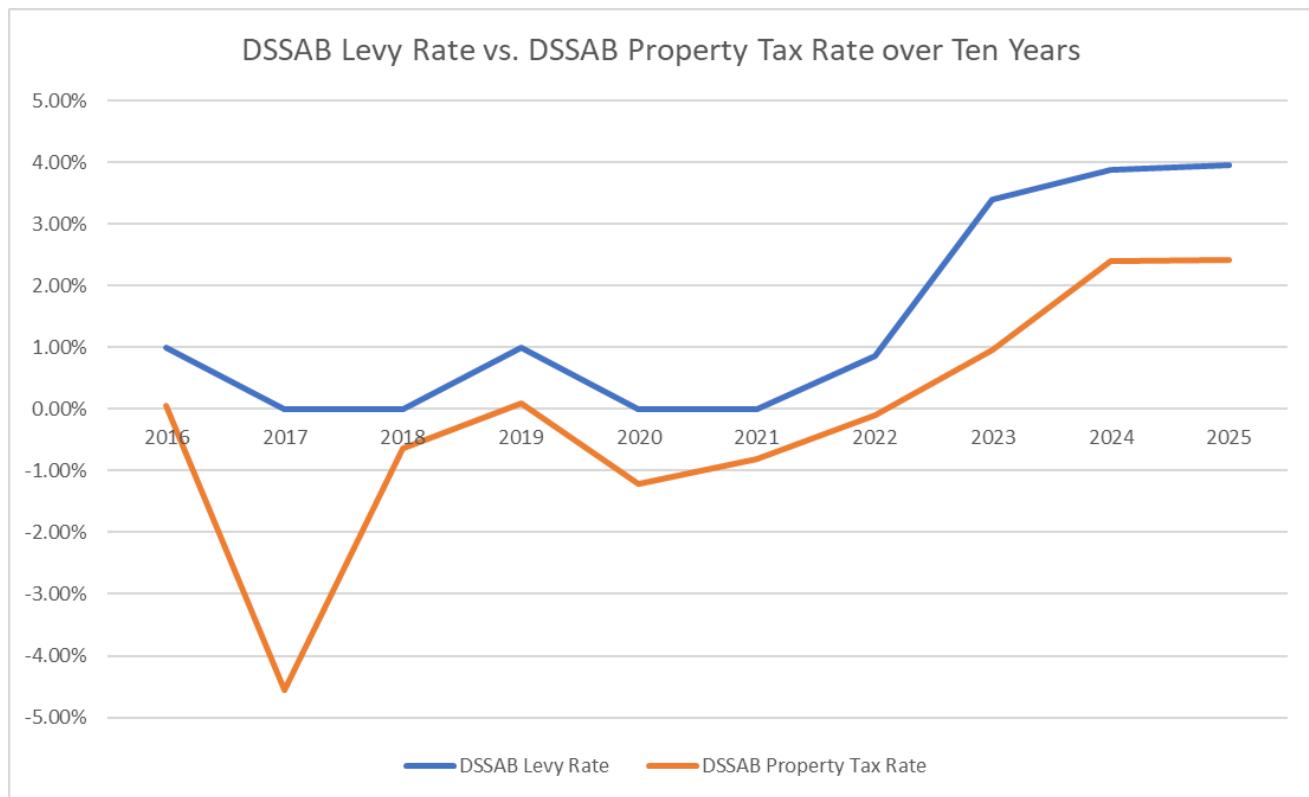
- **DSSAB annual levy rate is calculated each year as a percentage increase of the prior budget year:**
 1. DSSAB 2016 Municipal levy less DSSAB 2015 Municipal Levy
= 2016 Municipal Levy \$ increase
 2. 2016 Municipal Levy \$ increase divided over DSSAB 2015 Municipal Levy
= 2016 municipal levy rate increase as a %
- **DSSAB's district annual property tax rate increase is calculated each year as a percentage increase of the prior budget year:**
 1. DSSAB 2016 Municipal Levy divided over 2016 Total Residential Assessment Value \$ in District of Parry Sound
= 2016 property tax rate as a percent %
 2. DSSAB 2015 Municipal Levy divided over 2015 Total Residential Assessment Value in District of Parry Sound
= 2015 property tax rate as a percent %
 3. 2016 property tax rate percent less 2015 property tax rate percent
= 2016 property tax rate increase as a percent % and converted to property tax dollars on various MPAC residential home assessment values.

MUNICIPAL LEVY RATE vs. PROPERTY TAX RATE TRENDS

The chart below illustrates the analysis from the previous slide and compares the DSSAB's levy rate with its district wide property tax rate each year for the previous ten-year (10) budget years (2016 thru 2025).

Due to the increased residential assessment growth each year in the District of Parry Sound, the DSSAB's total ten (10) year property tax rate has resulted in a decrease of (1.58%) and equated to a total decrease of \$3.64 on a residential home assessed at \$500,000 in the District of Parry Sound.

The next slide will illustrate each municipality's apportionment share of the total ten-year (10) property tax decrease (1.58%) based on each municipality's total assessment growth over ten (10) years.



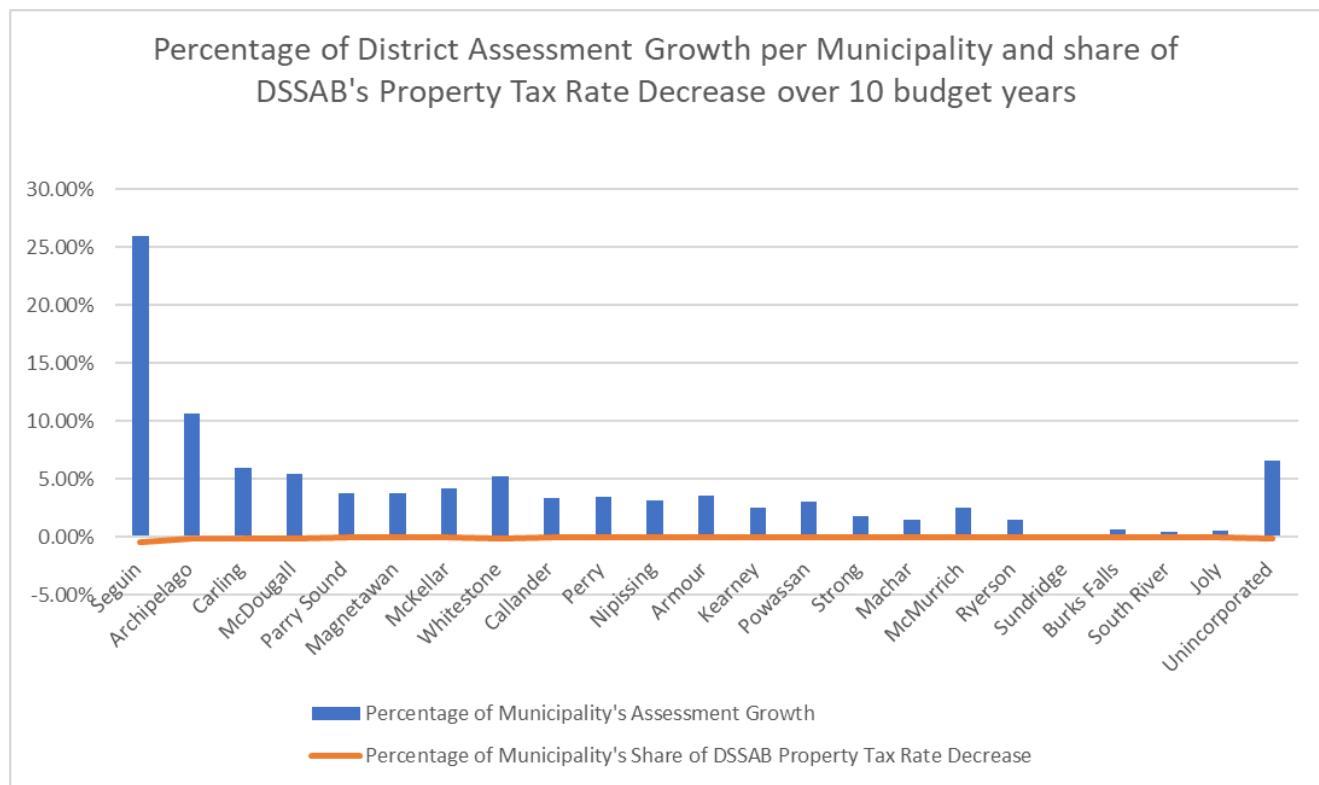
DISTRICT ASSESSMENT GROWTH vs. DISTRICT PROPERTY TAX RATE DECREASE

The District of Parry Sound's assessment value (growth) has increased by \$2,150,692,190 over the previous ten (10) years, 2016 thru 2025. The blue bars in the chart below illustrates each municipality's as well as townships without municipal organization's total ten-year (10) assessment growth dollars as a percentage of the District's total ten-year (10) assessment growth value.

The orange line in the chart represents the DSSAB's total ten-year (10) property tax rate decrease of (1.58%) and each municipality's share of this decrease based upon its total ten-year (10) assessment growth percentage as calculated above.

The analysis illustrates that the Township of Seguin has seen the highest total ten-year (10) assessment growth percentage of 25.9% and therefore its share of the DSSAB's total property tax rate decrease over ten years has been 0.41% or \$0.94 for a residential home assessed at \$500,000.

Inversely, we see that the Village of Sundridge has seen the lowest total ten-year (10) assessment growth percentage of 0.24% and therefore its share of the DSSAB's total property tax rate decrease over the same period has been (.004%) or (\$.01) for a residential home assessed at \$500,000.



2026 MUNICIPAL LEVY DISTRIBUTION PER APPORTIONMENT GUIDELINES

The DSSAB's total 2026 municipal levy of \$7,701,095 is funded by twenty-two (22) area municipalities and two (2) townships without municipal organization within the District of Parry Sound. Funding distribution calculations are based on the municipal levy distribution per apportionment guidelines.

In the chart below, we see each participant's 2025 and 2026 total residential assessment value (less exempt) and its 2025 and 2026 apportionment share calculated as a percentage of its assessment value in the District of Parry Sound total assessment.

Each apportionment percentage each year is then used to calculate each participant's share of the total DSSAB's municipal levy each year. Column E in the chart depicts the 2026 funding increase over 2025 funding for each participant.

Municipality	2025 Current Value Assessment Less Exempt	2025 Apportionment Percentage	A 2025 Levy Actual	B 2026 Current Value Assessment Less Exempt	C 2026 Apportionment Percentage	D 2026 Levy Budget	E 2025 Levy Increase (Decrease) D - A
Seguin	3,775,401,627	23.69%	1,713,318	3,824,840,327	23.72%	1,826,443	113,125
The Archipelago	2,199,153,000	13.80%	997,999	2,208,056,400	13.69%	1,054,394	56,395
Carling	1,101,124,705	6.91%	499,702	1,111,869,205	6.89%	530,941	31,239
McDougall	828,785,100	5.20%	376,112	848,064,700	5.26%	404,969	28,857
Parry Sound	800,812,600	5.03%	363,417	803,496,300	4.98%	383,687	20,269
Magnetawan	750,138,709	4.71%	340,421	755,874,409	4.69%	360,946	20,525
McKellar	718,860,600	4.51%	326,227	730,781,100	4.53%	348,964	22,737
Whitestone	656,678,801	4.12%	298,008	664,494,801	4.12%	317,311	19,303
Callander	585,851,700	3.68%	265,866	595,342,609	3.69%	284,289	18,423
Perry	514,298,500	3.23%	233,394	523,137,500	3.24%	249,809	16,415
Nipissing	414,833,193	2.60%	188,256	421,388,693	2.61%	201,222	12,966
Armour	420,497,209	2.64%	190,826	427,086,209	2.65%	203,943	13,117
Kearney	406,801,200	2.55%	184,611	413,167,100	2.56%	197,296	12,685
Powassan	359,907,477	2.26%	163,330	363,521,377	2.25%	173,589	10,259
Strong	310,427,600	1.95%	140,875	311,997,100	1.93%	148,985	8,110
Machar	280,713,900	1.76%	127,391	285,932,900	1.77%	136,539	9,148
McMurrich	260,240,000	1.63%	118,100	264,319,518	1.64%	126,218	8,119
Ryerson	206,564,300	1.30%	93,741	209,449,100	1.30%	100,016	6,275
Sundridge	108,535,500	0.68%	49,255	111,173,300	0.69%	53,088	3,833
Burks Falls	83,977,100	0.53%	38,110	85,364,700	0.53%	40,763	2,654
South River	76,632,200	0.48%	34,777	77,531,300	0.48%	37,023	2,246
Joly	67,340,100	0.42%	30,561	70,431,500	0.44%	33,633	3,072
	14,927,575,121	93.68%	6,774,295	15,107,320,148	93.68%	7,214,069	439,774
Unincorporated	1,006,543,100	6.32%	456,780	1,019,903,800	6.32%	487,026	30,246
Total	\$ 15,934,118,221	100%	\$ 7,231,075	\$ 16,127,223,948	100%	\$ 7,701,095	\$ 470,020

2026 MUNICIPAL TAX LEVY INCREASE PER MPAC ASSESSMENTS

As illustrated in the chart below for various MPAC assessment property values, the DSSAB's total 2026 municipal levy converted to a district property tax rate has increased by 5.22% over 2025 rates.

For a residential home assessed at \$500,000, the chart illustrates that a property owner will pay an extra \$11.86 more on their 2026 property tax bill for DSSAB human services.

It is important to note that this is a general calculation based on the District of Parry Sound total assessment value on a home valued at \$500,000. These amounts will vary for each municipality based on each municipality's total 2026 budget divided over its total 2026 assessment dollars.

District of Parry Sound Social Services Board Impact on 2026 Assessment and 2026 Draft Tax Rate Increase						
ASSESSMENT EXAMPLES	2025 Tax Rate	2025 Property Tax	2026 Tax Rate	2026 Property Tax	Percentage Increase	Total estimated tax dollar increase
Per \$100,000 of Assessment	0.04538%	\$45.38	0.04775%	\$47.75	5.22%	
TOTAL \$:		\$ 45.38		\$ 47.75		\$2.37
\$200,000 Assessed Value	0.04538%	\$90.76	0.04775%	\$95.50	5.22%	
TOTAL \$:		\$ 90.76		\$ 95.50		\$4.74
\$250,000 Assessed Value	0.04538%	\$113.45	0.04775%	\$119.38	5.22%	
TOTAL \$:		\$ 113.45		\$ 119.38		\$5.93
\$350,000 Assessed Value	0.04538%	\$158.83	0.04775%	\$167.13	5.22%	
TOTAL \$:		\$ 158.83		\$ 167.13		\$8.30
\$500,000 Assessed Value	0.04538%	\$226.91	0.04775%	\$238.76	5.22%	
TOTAL \$:		\$ 226.91		\$ 238.76		\$11.86
\$750,000 Assessed Value	0.04538%	\$340.36	0.04775%	\$358.14	5.22%	
TOTAL \$:		\$ 340.36		\$ 358.14		\$17.78
\$1,000,000 Assessed Value	0.04538%	\$453.81	0.04775%	\$477.52	5.22%	
TOTAL \$:		\$ 453.81		\$ 477.52		\$23.71
\$1,500,000 Assessed Value	0.04538%	\$680.72	0.04775%	\$716.28	5.22%	
TOTAL \$:		\$ 680.72		\$ 716.28		\$35.57

OPERATING AND CAPITAL 2026 BUDGET OVERVIEW

Program Departments:

Income Support – no increase to municipal levy

Ontario Works financial assistance costs have been budgeted at the same level as in 2025. A reduction of \$114,300 has been made in 2026 for program costs to reflect the reduction in Provincial funding. The Transfer Payment Agreement for Income Support requires a 50/50 split for provincial and municipal funding, and as such we are required to put \$1,467,000 on the municipal levy for the Income Support Program.

Childcare Service Management - \$71,805 decrease to municipal levy

There has been a \$71,805 decrease to the 2026 municipal levy from 2025. On November 26, 2024 the Province issued new Ontario Child Care and Early Years Funding Guidelines. The new agreements have a large portion of provincial funding enveloped in a Cost-Based Funding Allocation. This allocation has no flexibility to be used on administration. We have a small bucket of flexibility funding for local priorities that we have maximized for 2026 within the guidelines. This inflexibility in funding has caused the increase to the municipal levy. 2025 was the first year of cost-based childcare funding with no flexibility for administration. Since then we did a portfolio shift for our Director of Childcare Service Management to take on the Inclusion Support Services program. This allowed the DSSAB to shift wages & benefits into more programs with provincial administration dollars.

Social and Affordable Housing - \$199,375 increase to municipal levy

Program costs have increased the municipal levy by \$199,375 from 2025 to 2026. The Local Housing Corporation (LHC) social housing units were downloaded to the DSSAB without capital reserves in 2000. At the same time, responsibility for the non-profit housing provider operating agreements was transferred to us. Although these units had reserves, they were minimal, and the buildings were, on average, 20 years old. The expiration of operating agreements for our non-profit housing providers is also an issue of concern. As the operating agreements end, the related federal funding ends. Due to the current high inflationary environment in the province, labour, material, and subcontractor costs continue to rise. These increases are directly impacting the ongoing repairs and maintenance required to keep our buildings safe and our services responsive to tenants' needs. This program financially supports 347 social housing units within the District, made up of 212 units in our Local Housing Corporation and 135 non-profit provider units (operated by 3 non-profit housing providers).

Community Services – \$6,088 decrease to municipal levy

Community Services program costs, for our Women's Services and Housing Stability Programs have decreased the 2026 municipal levy by \$6,088. While salaries and benefits for these programs rose in accordance with the collective agreement, we mitigated the cost by eliminating a director position following a retirement. The Director of Women's Services will take on Directly Operated Child Care in the second half of the year along with her current responsibilities.

OPERATING AND CAPITAL BUDGET OVERVIEW CONTINUED

The Social Assistance Restructuring Allocation (SARS) - \$96,000 increase to municipal levy

There has been a \$96,000 increase to the 2026 municipal levy from 2025. Funding to local food banks has remained unchanged at \$142,000. The amounts for the 2024 budget were not needed and put into reserves. Housing Stability received additional Provincial funding for emergency food and shelter in 2024 that was used instead. In 2025 those reserves were used to offset the levy. In 2026 we must levy for the whole amount minus \$40,000 from reserves. These funds are used to support those in our communities with the most limited resources and include funding for local food banks, the emergency shelter and energy program, community-based supports for children and the transitional support program.

Corporate Services – \$144,070 increase to municipal levy

There has been an increase of \$144,070 to the municipal levy for 2026 compared to 2025. Program revenue recoveries are recorded to offset corporate service expenses. However, many programs have an increasingly stricter amount they can spend on allocated administration, which we have maxed out. The remainder of administration that can't be covered by program revenue recoveries and interest income must be put on the municipal levy. Total corporate services costs have increased \$231,758 in 2026 compared to 2025. The rise in corporate services costs is driven by necessary salary and classification adjustments and the pay equity review, ensuring fairness and compliance.

Contributions to Reserves – \$108,466 increase to municipal levy

As communicated earlier, the Local Housing Corporation (LHC) buildings were transferred from the Province to the DSSAB without capital reserves in 2000. At the same time, responsibility for the non-profit housing provider operating agreements was transferred to us. Although these units had reserves, they were minimal, and the buildings were on average 20 years old.

One of our greatest priorities over the years has been to minimize the risk of a potential capital fund deficit for these buildings. To minimize this risk, in 2023, the Board approved the capital cost of an external consultant to assess and prepare 25-year building condition assessments (BCAs) on DSSAB, LHC and nonprofit housing provider building assets.

These BCAs provided us with a 25-year guideline for capital replacement planning and capital reserve funding and have been uploaded into Yardi Financial system in 2024 to form the organization's asset management plan. Using these plans will allow management and the Board to make better decisions regarding the maintenance, replacing and disposing of infrastructure assets in a sustainable manner.

Total annual operating and capital costs incurred on each building will be reported and reflected in the asset management system and we will be able to establish a consistent funding approach which minimizes levy variability and formulates funding costs into the future to sustain program operations and infrastructure. Capital reserve contributions in 2025 were \$1,235,000 and in 2026 increased \$108,466 to \$1,343,466. It is recommended to put \$1,435,000 into reserves each year according to the BCA's, however that wasn't feasible this year.

TOTAL EXPENDITURES AND FUNDING

	2025 Budget	2026 Budget	Increase / (Decrease)
Income Support			
Income Support Financial Assistance	\$ 8,262,000	\$ 8,262,000	-
Income Support Program	3,327,300	3,213,000	-114,300
	11,589,300	11,475,000	-114,300
Child Care Service Program			
Child Care Service Management	3,474,127	3,627,885	153,758
External Child Care Providers	4,267,505	4,186,650	-80,855
Directly Operated Child Care	6,035,771	6,306,581	270,810
Quality Assurance	192,061	187,032	-5,029
Early Years	1,300,457	1,278,509	-21,948
Inclusion Support Services	681,117	792,970	111,853
	15,951,038	16,379,628	428,590
Housing Service Program			
Housing Service Management	1,998,298	1,449,209	-549,089
Property Maintenance & Capital Projects	6,425,522	4,877,074	-1,548,448
Tenant Services	689,581	839,767	150,186
NOAH Meadowview Housing	657,099	653,850	-3,249
	9,770,500	7,819,900	-1,950,600
Community Service Programs			
Social Assistance Restructuring Fund	293,200	293,200	-
Women's Services	1,140,900	1,066,567	-74,333
Housing Stability	2,075,437	2,069,349	-6,088
DSSAB Buildings Maintenance	466,902	555,480	88,578
	3,976,439	3,984,596	8,157
Corporate Service Programs			
Administration	2,397,837	2,526,723	128,886
Information Technology	1,106,543	1,176,694	70,151
	3,504,380	3,703,417	199,037
Contributions to Capital Reserves			
Social Housing Capital Fund	735,000	843,466	108,466
DSSAB Buildings Capital Fund	500,000	500,000	0
Information Technology Reserve	150,000	150,000	0
	1,385,000	1,493,466	108,466
Total Operating Costs	46,176,657	44,856,007	-1,320,650
Less Funding From Sources			
Provincial Funding	26,596,218	26,594,337	-1,881
Parent Fee Revenue	951,542	1,344,957	393,415
Federal Funding	316,223	290,911	-25,312
Tenant Revenue	1,200,000	1,834,076	634,076
Investment Income	655,000	605,000	-50,000
Other Revenue & Cost Recoveries	9,226,600	6,485,630	-2,740,970
	38,945,583	37,154,912	-1,790,671
Net Municipal Levy	\$ 7,231,074	\$ 7,701,095	\$ 470,021
Residential Tax Rate	0.04538%	0.04775%	5.23%
Tax Dollars on a \$500,000 Residential Home	\$ 226.91	\$ 238.76	\$ 11.85

District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Income Support & Stability Program

INCOME SUPPORT & STABILITY PROGRAM - INTRODUCTION

The Income Support & Stability division provides integrated services through the administration of the Ontario Works program to eligible residents of the District of Parry Sound 16 years of age or older, by authority of the Ontario Works Act, 1997 and through the Housing Stability program and the administration of Homelessness Prevention Program funding provided by the Ministry of Municipal Affairs and Housing (MMAH).

Ontario Works

The program provides Life Stabilization supports and provides referrals and coordination with a variety of community partners including Housing Stability, Housing Programs, Employment Ontario, CMHA, ODSP, Esprit and the West Parry Sound Health Centre. Adults must participate in these activities to enable them to become self-reliant.

Ontario Works also issues financial employment and discretionary benefits along with Homelessness Prevention Program funding to eligible OW participants to support life stabilization. The program supports other low-income individuals through the issuance of Emergency Assistance, which provides short term financial assistance to those that may be in crisis and works closely with our Housing Stability program in this regard. The integration of Income Support and Housing Stability aligns with the DSSAB's Strategic Plan. Offices are located in the Town of Parry Sound and the Village of South River.

Housing Stability

The Housing Stability Program has two main program outcomes:

- To support those who are homeless obtain and retain housing.
- To support those at risk of homelessness remain housed.

The program and clients are supported through Homelessness Prevention Funding which is used to support rental/utility arrears, connection fees, rental deposits. The program works closely with our community partners to provide integrated supports, outreach and intense case management to the most vulnerable in our district.

The Division is comprised of the following Staff:

- Director of Income Support and Stability
- Supervisors of Income Support & Stability x 2
- Program Leads x 2
- Integrity Officers x 1
- Integrated System Navigators x 15
- Case Support Workers x 4

INCOME SUPPORT & STABILITY PROGRAM – INTRODUCTION CONTINUED

The Income Support & Stability Program provides the following services:

Ontario Works

- Case coordination and system navigation to a variety of life stabilization supports and services to OW participants and ODSP non-disabled adults
- Issuance of Participation, Mandatory and Discretionary Benefits for dental, vision care, travel, housing etc.
- Emergency Assistance issuance for other low-income individuals
- Discretionary Benefits for ODSP recipients
- Administer Children's Rec Fund to Social Assistance recipients and Community Housing Tenants
- Supports the Eligibility Verification Process
- Provides access point to other DSSAB programs and services through Integrated System Navigators
- Provides Front Desk reception duties to the DSSAB

Housing Stability

- Administer Homelessness Prevention Program funding to eligible clients to help secure or maintain stable housing.
- Operates transitional housing throughout the district
- Manage the By Name List, which tracks those who are homeless in the district along with chronicity that helps to prioritize supports and services.
- Provide intense case management with a Housing First approach.
- Provides outreach, referrals and leads community service coordination and system navigation with a variety of Stability Supports.
- Provides Public Education
- Provides Transitional Support to residents of Esprit and other victims of Domestic Violence and Human Trafficking
- Acts as a 'homelessness' resource to the DSSAB and the community at large

INCOME SUPPORT & STABILITY PROGRAM – ACCOMPLISHMENTS

2025 Major Accomplishments:

Ontario Works

- Implemented Integrated Employment Services Model through Employment Services Transformation
- Implemented Centralized Intake Expansion –Ontario Works Intake Unit (OWIU)
- Worked closely with College Boreal and our EO partners in the district to mitigate impacts on clients, through a revised Participation Benefits pamphlet
- Trained staff on the Common Assessment and Action Plan as now referral ready individuals are referred through SAMS to Employment Ontario
- Updated video for new clients to Ontario Works
- Built on Integration with HPP and utilized Integrated System Navigators to support vulnerable people
- In partnership with our LHC, we have expanded our transitional housing programming from 4 to 6 units throughout the district and have added one in Parry Sound and the other in Powassan
- Transitional unit success - saw our first graduations from our transitional housing program where participants obtained safe and stable housing
- Hosted successful tax clinics at our Beechwood office and Employment North in South River and many other community clinics
- Income Support & Stability West Team partnered with the YMCA Employment Services team for a successful team building day

Housing Stability

- Implemented Encampment Response Plan and Housing Loss Prevention Strategy in partnership with Org Code
- The Program Lead in the Parry Sound office attended and presented at Clark Communications Virtual Tech Table to discuss the innovative work we are doing with our FIIT tool with the By Name List and Encampment Tracking tool
- Implemented Standardized Definitions for Homelessness to assist in triage By Names List
- Graduated first cohort in transitional housing program to safe and stable housing - Increased program by 2 units
- Supported 400 individuals and households through homelessness prevention
- In partnership with Esprit, several ISN staff participated in Court Support Training - Our ISN's provide transitional housing support to Esprit residents
- Developed the District of Parry Sound 2024-2025 Housing & Homelessness Annual Report

INCOME SUPPORT & STABILITY PROGRAM – CHALLENGES

Significant Challenges for 2026:

Ontario Works

- New monthly Performance Outcomes due to the Employment Services Transformation - College Boreal is the Service System Manager for Employment Services in the northeast catchment area.
- An integrated Common Assessment has been implemented in Ontario Works and will ‘integrate’ services with Employment Ontario. The tool presents challenges for staff.
- Funding decrease of \$114,300 in 2026
- Full Centralized Intake expansion - The Ontario Works Intake Unit (OWIU) will be responsible for all initial eligibility for OW applications.
- No new rate increases for Ontario Works participants since 2018. A single person on OW receives \$733/month so ongoing inflationary pressures exacerbate the barriers of housing, transportation and food security with our clients.
- Mental Health and Addictions challenges among the caseload with an increased intensity. Services cannot meet demand.
- MCCSS forecasts that our caseload will increase to near pre-pandemic levels
- Lack of primary health care options
- Greater demand for wraparound supports that exceed traditional income-assistance functions

Housing Stability

- Inflation making the cost of maintaining safe and stable housing a challenge for many
- An increasingly aging and complex population that requires Alternate Levels of Care (ALC) due to medical, cognitive, or mental health concerns beyond the skill set of our staff.
- Housing supply especially for those with low incomes
- Community Mental Health and Addiction supports are struggling to keep up with demand
- Increased complexity of client needs
- Increased eviction risk and housing instability
- Data, reporting and accountability requirements
- Growing encampments and public pressure
- System navigation challenges for clients
- Workforce safety – complex clients and emotionally demanding situations

INCOME SUPPORT & STABILITY PROGRAM – CHALLENGES

2026 Budget Impacts:

Ontario Works

- Provincial funding cut – reduced by \$114,300
- A staff vacancy created through resignation will not be backfilled due to funding reductions
- Increase in salary and benefits due to Collective Agreement and Pay Equity Review

Housing Stability

- Inflation will impact housing costs for low income and vulnerable people. Housing allowances and Rent Supplements are limited.
- Ongoing investment in Mental Health and Addiction worker in partnership with West Parry Sound Health Centre
- Took over lease from Esprit for transitional housing unit at 118 Church St in Parry Sound
- Static funding from Ministry of Municipal Affairs and Housing
- Increase in salary and benefits due to Collective Agreement and Pay Equity Review

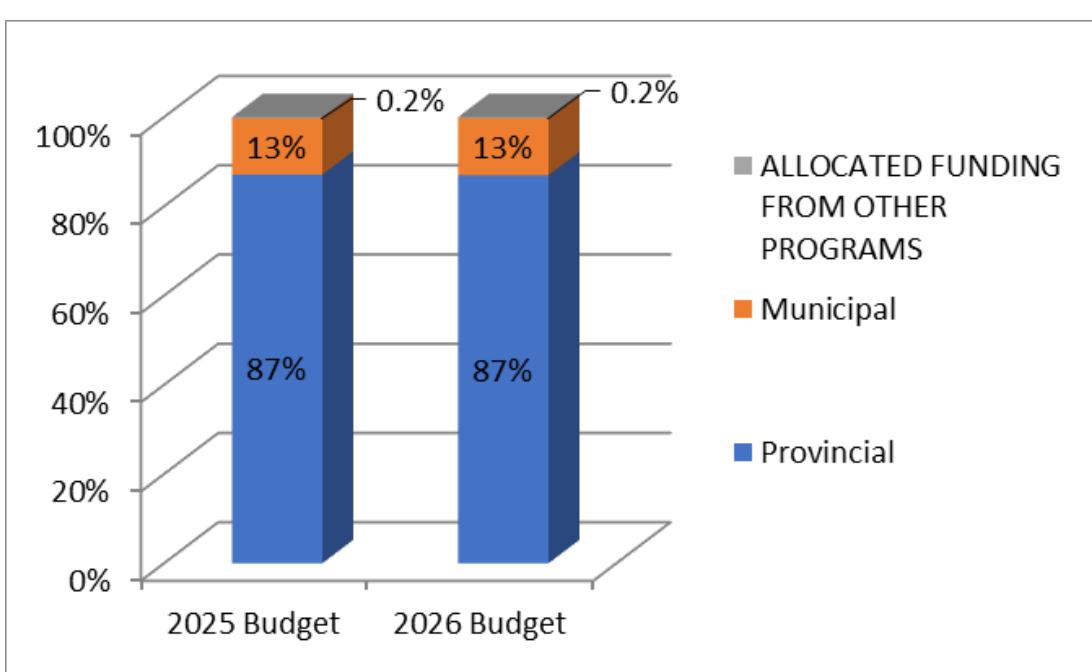
INCOME SUPPORT PROGRAM - OPERATING BUDGET 2026

District of Parry Sound



Operating Budget 2026

Income Support Program	A	B	C	VARIANCES Increase / (Decrease)	
	2025 PROJECTION	2025 BUDGET	2026 BUDGET	2025 Projection vs 2025 Budget (B - A)	2026 BUDGET vs 2025 Budget (C - B)
Salaries & Benefits	1,492,868	1,445,484	1,455,890	-47,384	10,406
Operating Costs	1,396,283	1,632,416	1,507,710	236,133	-124,706
Employment Assistance Costs	173,592	229,400	229,400	55,808	-
Child Recreation Fund	8,387	20,000	20,000	11,613	-
Financial Assistance Costs	6,393,258	8,262,000	8,262,000	1,868,742	-
Income Support Program Costs	9,464,387	11,589,300	11,475,000	2,124,913	-114,300
Less: Provincial Funding	-1,825,324	-1,832,300	-1,718,000	-6,976	114,300
Less: Allocated Funding from Other Programs	-24,729	-28,000	-28,000	-3,271	-
Less: Provincial Financial Assistance Reimbursement	-7,174,861	-8,262,000	-8,262,000	-1,087,139	-
Total Municipal Levy Requirement:	439,474	1,467,000	1,467,000	1,027,526	0
Percentage of Municipal Levy		20.3%		19.0%	
Increase to Municipal Levy				0	



HOUSING STABILITY PROGRAM OPERATING BUDGET 2026

District of Parry Sound



Operating Budget 2026

Housing Stability Program

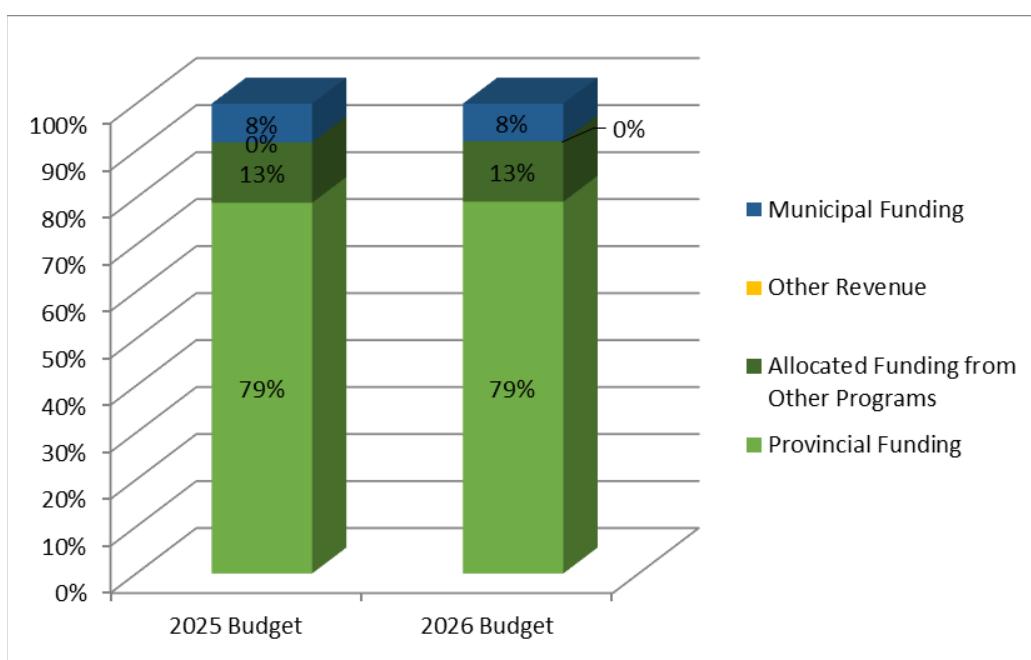
	A	B	C	VARIANCES Increase / (Decrease)
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	2025 PROJECTIO N	2025 BUDGET	2026 BUDGET	2025 Projection	2026 BUDGET
				vs 2025 Budget (B - A)	vs 2025 Budget (C - B)
Homelessness Program	1,060,288	1,106,349	1,137,261	46,061	30,912
Client Expenditures	538,225	639,088	627,088	100,863	-12,000
Emergency Heating and Shelter	191,132	190,000	130,000	-1,132	-60,000
Supportive Housing	106,608	140,000	175,000	33,392	35,000
Housing Stability Program Costs	1,896,253	2,075,437	2,069,349	179,184	-6,088
Less: Provincial Revenue	-1,637,400	-1,637,400	-1,637,400	0	0
Less: Allocated Funding from Other Programs	-267,250	-267,250	-267,250	0	-0
Less: Other Revenue	-	0	0	0	0
Total Municipal Levy Requirement:	-8,397	170,787	164,699	179,184	-6,088

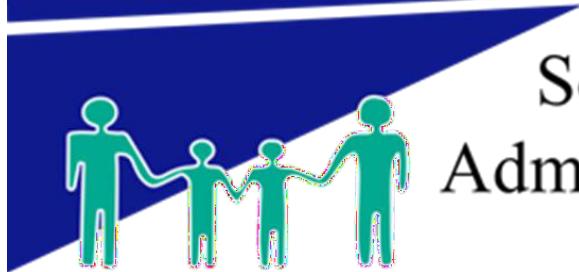
Percentage of Municipal Levy	2.4%	2.1%
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Increase / (Decrease) to Municipal Levy	-6,088
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Percentage Decrease to Municipal Levy	-1.3%
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District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Childcare Service Management Program

CHILDCARE SERVICE MANAGEMENT PROGRAM - INTRODUCTION

The DSSAB is the designated childcare and early years' service system manager responsible for planning and managing licensed childcare services and EarlyON Child and Family Centres in the District of Parry Sound. Childcare Service Management provides leadership, guidance, and support to licensed childcare programs in the District. Childcare Service Management determines eligibility for income support and hours of care for families that reside in the district and now oversees the Inclusion Support Service program. The Quality Assurance Program ensures that high quality childcare is available in all licensed childcare programs. Regular visits allow our staff to support and enhance programs and provide opportunities for growth in the sector.

The Program is comprised of the following Staff:

- Director of Childcare Service Management
- Data & Financial Analyst of Childcare Service Management
- Supervisor of Quality Assurance
- Program Support Worker (2)
- Inclusion Support Services
 - 1 Program Supervisor (Registered Early Childhood Educator)
 - 6 Resource Consultants (Registered Early Childhood Educators)

The Childcare Service Management provides the following services:

- Eligibility for childcare fee subsidy and hours of care for families in the District of Parry Sound
- Purchase of Service Agreements with childcare operators
- Review and monitor Child Care Licensing System
- Cross jurisdictional agreements with other service managers – shared boundaries of childcare programs
- Organize/provide training and development opportunities for childcare programs in the district
- Provide funding to childcare providers to support appropriate repairs and maintenance – maintain health and safety compliance.
- Administer the Canada Wide and Early Learning Child Care agreement for the district
- Responsible for developing and implementing the 5 Year Early Years and Child Care Plan for the district.
- Determine cost-based revenue allocations for all internal and external childcare centres in the district as per Ontario Child Care and Early Years Funding Guidelines

CHILDCARE SERVICE MANAGEMENT PROGRAM – ACCOMPLISHMENTS, CHALLENGES

2025 Major Accomplishments:

- Awarded the Early Learning Child Care (ELCC) Infrastructure Fund, of \$1,500,000, to the YMCA of Northeastern Ontario based on their submission, to expand childcare, by 30 new spaces for children aged 0-4, in the Municipality of Callander
- Interactive full-day professional development training facilitated by Discovery Professional Learning - focus on building passionate, pedagogical, and playful cultures
- The Child Care Service Management team (CCSM) worked with the Sault Ste Marie Innovation Centre to review/update the environmental scan, complete the analysis of the Early Development Instrument (EDI) – cycle 6 and lay the foundation for the 5-year service plan
- Developed the Early Years and Child Care Service System Plan for 2025-2030 for our service area to identify local childcare and early years system priorities (0-12 years of age)
- Creation of Educator Blog used by educators to share unique learning opportunities and activities they are implementing with families and children in their programs
- EarlyON team and Information Technology department launched the Event Registration & Attendance Manager (ERAM), a digital platform to help Ontario's CMSMs and DSSABs manage EarlyON services
- Continual support and guidance for OneHSN Child Care Application Portal

Significant Challenges for 2026:

- Increased childcare reporting and compliance – The Direct Engagements to Report on Compliance and cost reviews for cost-based funding allocations
- Early Years Advisors with Ministry of Education no longer available to support Service Managers (previously hosted monthly meetings, available for questions/answers, conduit to the Ministry of Education (MEDU)
- Continued implementation of the Directed Growth Strategy – limited on number of spaces permitted to open in the district
- Pressure on system managers to improve equitable access and reduce service wait times
- Supporting operators that struggle with the administrative load

2026 Budget Impacts:

- Reduced Local Priorities flexible funding and EarlyON funding for 2026
- Integrated Inclusion Support Services into the Child Care System Management portfolio to optimize staffing allocations and reduce the levy impact on municipalities
- Reduced travel and training for 2026 to offset the rise in salaries due to the Collective Agreement and Pay Equity Review

CHILDCARE SERVICE MANAGEMENT PROGRAM OPERATING BUDGET 2026

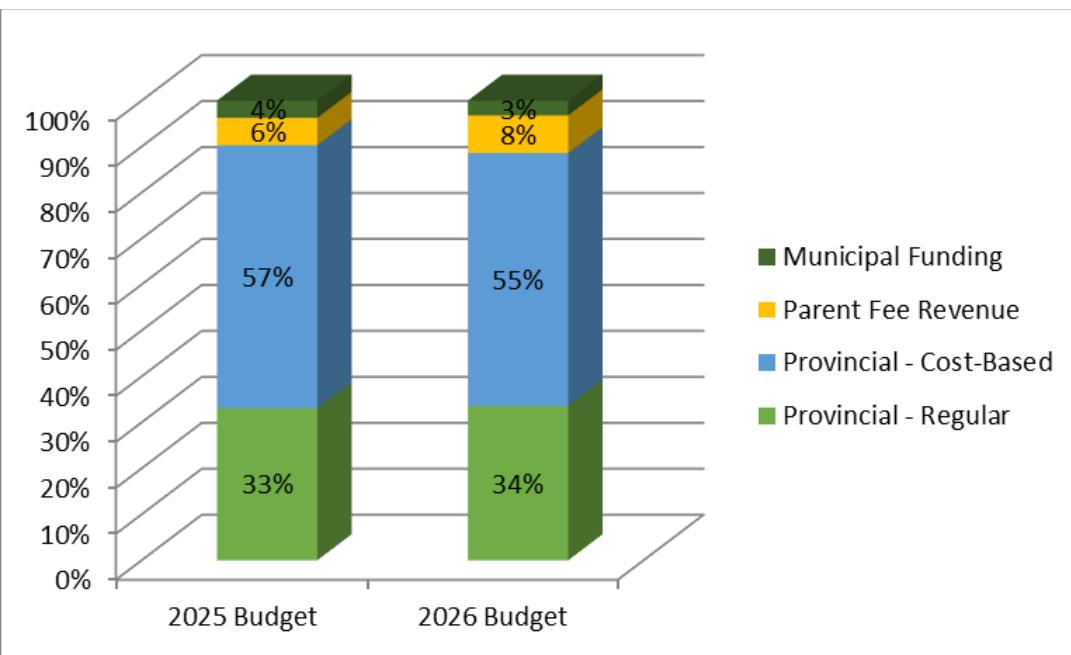
District of Parry Sound



Operating Budget 2026

ChildCare Program

	A	B	C	VARIANCES	
				Increase / (Decrease)	
				2025 Projection	2026 BUDGET
	2025 PROJECTIO N	2025 BUDGET	2026 BUDGET	vs 2025 Budget (B - A)	vs 2025 Budget (C - B)
Child Care Service Management	3,126,715	3,474,127	3,627,885	347,413	153,758
Quality Assurance	171,272	192,061	187,032	20,789	-5,029
Directly Operated Child Care	5,929,589	6,035,771	6,306,581	106,182	270,810
Early Years	1,240,695	1,300,457	1,278,509	59,762	-21,948
Inclusion Support Services	648,800	681,117	792,970	32,318	111,853
External Child Care Centres	3,414,004	4,267,505	4,186,651	853,501	-80,854
Child Care Program Costs	14,531,075	15,951,038	16,379,628	1,419,964	428,589
Less: Provincial Funding	-5,416,931	-5,275,200	-5,501,511	141,731	-226,312
Less: Provincial Cost-Based Funding	-9,126,811	-9,126,811	-9,007,478	0	119,333
Less: Parent Fees	-903,965	-951,542	-1,344,957	-47,577	-393,415
Less: Deferred Revenue	-	-	-	0	0
Total Municipal Levy Requirement:	-916,632	597,485	525,682	1,514,118	-71,805
Percentage of Municipal Levy			8.3%	6.8%	
Increase to Municipal Levy				-71,805	
Percentage Increase to Municipal Levy				15.3%	



District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Directly Operated Childcare Program

DIRECTLY OPERATED CHILDCARE PROGRAM - INTRODUCTION

Directly Operated Childcare Programs are responsible to deliver high quality, inclusive, developmentally appropriate childcare services to the families in the District of Parry Sound. Each licensed childcare program is legislated by the Childcare and Early Years Act, as well, the Ontario Ministry of Education has created a foundational pedagogy “How Does Learning Happen?” that guides all of the programs in their planning. The childcare programs work closely with many community partners to ensure that families are well served regardless of their challenges. The EarlyON Child and Family Centres must follow the provincial funding and operational guidelines provided by the Ministry of Education.

The Department is comprised of the following Staff:

- 1 Director of Directly Operated Childcare Programs
 - Early Learning and Childcare Centre Staff:
 - 4 Program Supervisors (Registered Early Childhood Educators)
 - 3 Program Team Leaders (Registered Early Childhood Educator)
 - 24 Preschool Teachers (Registered Early Childhood Educators)
 - 5 Preschool Teachers (Non-Early Childhood Educators)
 - 3 Part-time Cooks
 - 1 Full-time Cook
 - 4 Housekeepers
 - Home Childcare Program
 - .5 Program Supervisor (Registered Early Childhood Educator)
 - 2 Home Visitors (Registered Early Childhood Educators)
 - Licensed for 20 Home Childcare Providers under the new CWELCC funding guidelines
 - School Age Programs
 - Program Supervisor (Registered Early Childhood Educator) shared with Fairview
 - 3 Ministry Approved Program Staff (1 Registered Early Childhood Educator and 2 Non-ECE's)
 - Directly Operated Admin
 - 2 Case Support Workers

DIRECTLY OPERATED CHILDCARE PROGRAM – INTRODUCTION & ACCOMPLISHMENTS

The Directly Operated Childcare Programs provides the following service:

- Families able to access licensed child care across the district through services at 4 Early Learning and Child Care Centres and a Home Child Care Program with locations in several communities
- Inclusion Support Services (now through CCSM) offers free child development support to children, licensed child care programs, and EarlyON Child and Family Centres district wide assisting with successful inclusion of all children in various aspects of a child care program regardless of their diagnosis or developmental challenges
- Through the support of the Child Care Service Management Team, our licensed child care programs offer child care spaces to families that qualify for fee subsidy
- One School Age Program is offered on the east side of the district and is located in a school where children can move seamlessly between their classrooms and the child care program. Mapleridge offers both Before and After School Care. Mapleridge Elementary School in Powassan offers a full day program during the summer months based on the community need and program viability
- Partner with several community agencies, for example, One Kids Place, Hands The Family Help Network, NBPS District Health Unit, Children's Aid Society, and four school boards as well as other DSSAB departments to offer families wrap-around care where possible
- In-house parent billing account management through the Directly Operated Admin program that streamlines the invoicing and fee collection process for the licensed child care programs

2025 Major Accomplishments:

- All licensed child care programs utilize the Lillio platform to enhance parent communication, record keeping, billing, and fee collection through automatic withdrawal of fees for service
- Reviewed and revised the Home Child Care Program operations based on risk factors and better aligned the provider contract and policies to reflect the status of an independent contractor
- Offered 1 School Age summer program that was well attended
- Amalgamated Waubek to one building reducing the administrative burden and increasing the licensed capacity by 10 spaces
- Maintained the CWELCC base-fees and utilize ministry funding to support the licensed child care programs with purchasing and staff training

DIRECTLY OPERATED CHILDCARE PROGRAM – CHALLENGES & BUDGET IMPACTS

2025 Major Accomplishments continued:

- All Early Learning and Child Care Centres successfully participated in the Seeds of Empathy program where preschool children learned about infant development and building language and social skills to reflect empathy
- A childcare supervisor was invited by Mary Gordon, founder of Roots of Empathy, to an event in Hamilton where she was able to build relationships with the SOE team and Mary Gordon. The DOCC programs were recognized for their ongoing support and continued commitment to the program
- ISS staff have collaborated with the Residential Program Worker and Clinical Counsellor at Esprit Place to share role clarity, explore partnership opportunities, and strengthen awareness of community supports available to shared clients and young families
- The childcare programs partnered with the local school boards and participated in the Welcome to Kindergarten or Journey to Learning events being offered across the district which introduce families to school settings
- Able to move qualified staff between programs to avoid licensed childcare centres closing playrooms due to staffing shortages
- Gardens were planted at the childcare centres and the children experienced hands-on learning about the growth cycle of plants, where food comes from and caring for the environment

Significant Challenges for 2026:

- Recruitment and retention of qualified staff to meet the needs of all the Directly Operated Child Care Programs
- Increase the casual roster to ensure consistent staffing in the licensed childcare centres
- Recruit Home Child Care Providers in underserviced communities to meet the childcare demands while remaining within the Child Care Service Management Growth Strategies Plan
- Inability to physically increase the number of childcare spaces in the district to meet the needs of working families due to the lack of provincial capital funding
- Meeting program quality expectations without additional staff over the licensed minimums to support program planning and special events
- Invest in quality programming while navigating the Ministry of Education's cost-based funding formula guidelines
- Further reduce the administrative burden on the childcare programs to meet the funding guidelines
- Meeting extensive licensing standards under the Child Care and Early Years Act (CCEYA)

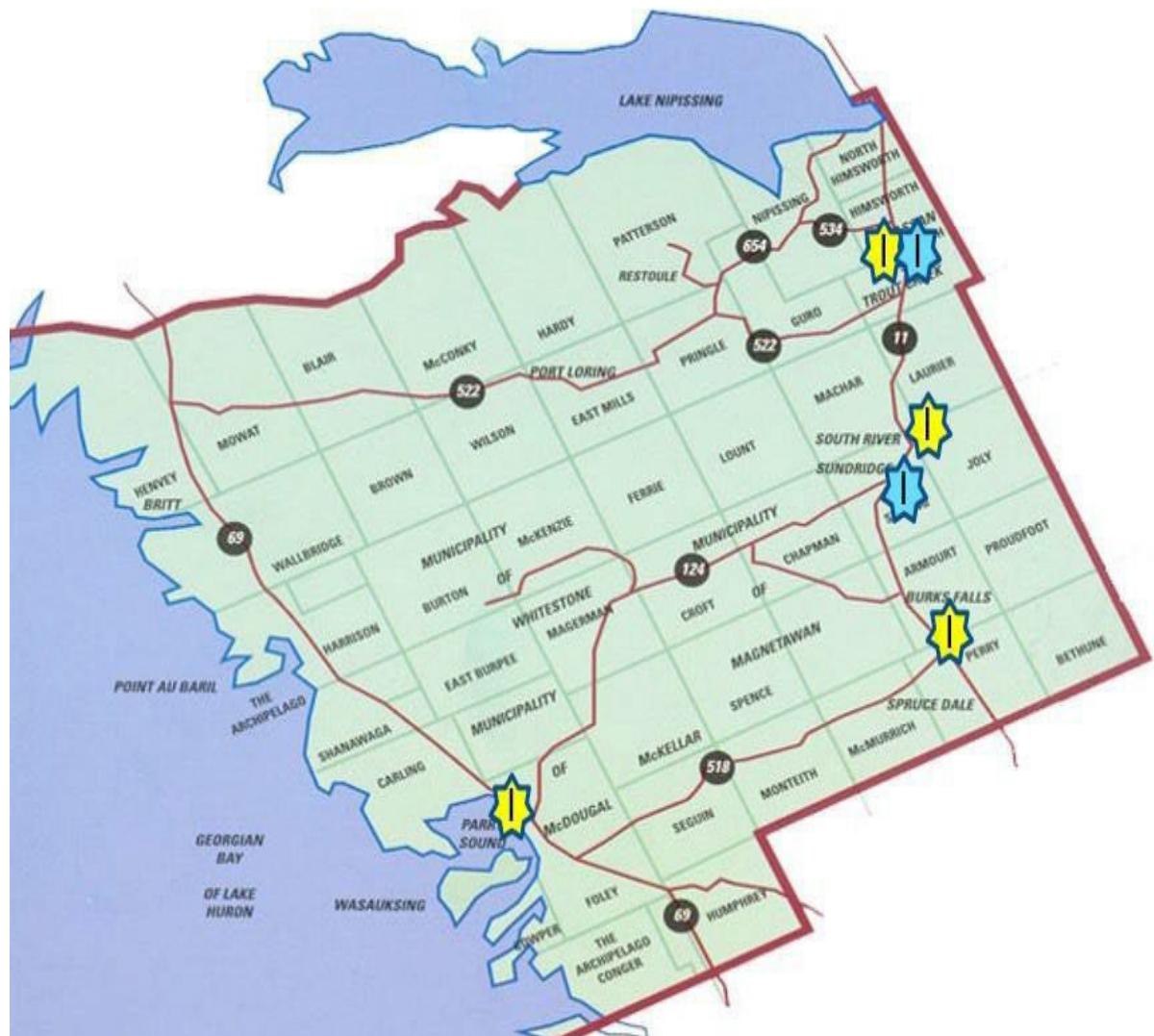
DIRECTLY OPERATED CHILDCARE PROGRAM – CHALLENGES & BUDGET IMPACTS

2026 Budget Impacts:

- Rising personnel costs due to the Collective Agreement and Pay Equity Review
- Program funding is constrained by the parameters of the cost-based funding model and the revised 2026 metrics established in the Ontario Child Care and Early Years Funding Guidelines
- Inflationary pressures on food, supplies, program materials, cleaning products, and PPE
- Increased insurance premiums, utilities, and building maintenance expenses
- Greater administrative workload tied to CWELCC reporting, audits, reconciliations, and compliance
- Impact of the cost-based funding model, which limits flexibility for local decision-making
- Ongoing ECE shortages requiring higher wages, incentives, or additional training and onboarding costs
- Reliance on supply or casual staff to maintain ratios, increasing staffing expenditures
- Additional resources required to support staff development and mandatory training
- Rising costs for HVAC, playground equipment, safety inspections, and building compliance

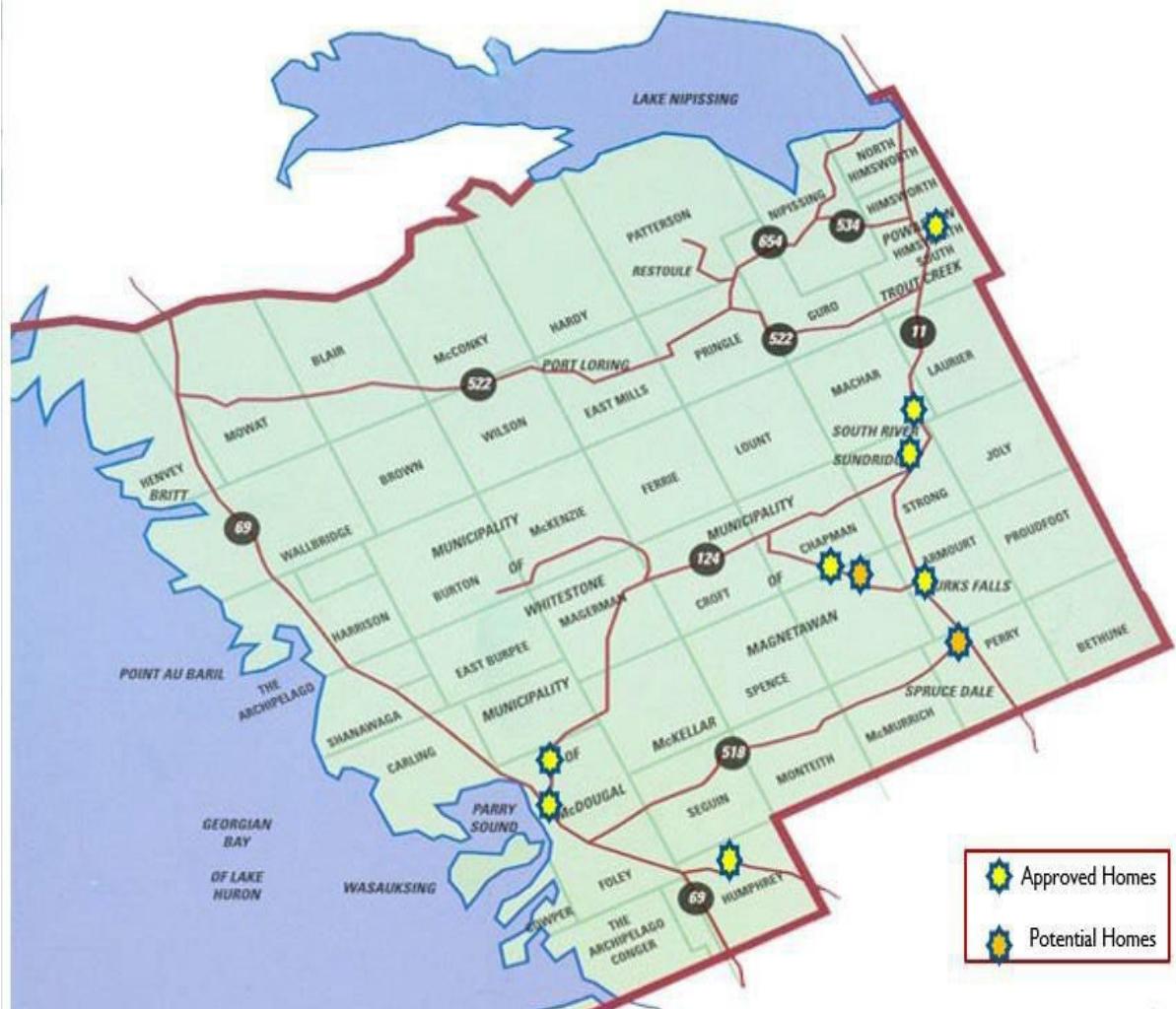
LOCATION OF DIRECTLY OPERATED LICENSED CHILDCARE PROGRAMS

Directly Operated Centres in the District of Parry Sound



LOCATION OF HOME CHILDCARE PROVIDERS IN THE DISTRICT

Home Child Care Providers in the District of Parry Sound



LOCATION OF EARLY YEARS PROGRAMS

EarlyON Child & Family Programs



District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Housing Service Management Program

HOUSING SERVICE MANAGEMENT PROGRAM - INTRODUCTION

The DSSAB is the designated housing service manager responsible for funding and administration of community housing programs and oversees affordable housing projects in the District of Parry Sound. To meet local housing needs, service managers may use federal, provincial, and municipal funds to establish, administer and fund housing and homelessness programs and services. Housing Program provides leadership, guidance, and support to the Local Housing Corporation and Non-Profit Housing providers in the district and adheres to the rules set out in the Housing Services Act (HSA). Housing Program is responsible for the administration of Rent Geared to Income and managing the Centralized Wait List. Housing Program seeks opportunities to create affordable housing and maintains a strong working relationship with local landlords and potential developers.

The Department is comprised of the following Staff:

- Director of Housing Operations and Service Management
- Supervisor of Housing Programs
- Community Relations Worker – Community Development
- Community Relations Worker – Housing Programs
- Program Support Worker

The Housing Program provides the following services:

- Responsible for the Centralized Wait List
- Review eligibility and determine subsidy amount for Rent Geared to Income (RGI)
- Review eligibility for the special priority designation for the Centralized Wait List
- Administration of Ontario Renovates Program and Home Ownership
- Review eligibility and administer:
 - Rent Supplements
 - Canada Ontario Housing Benefit
 - Affordable Housing
 - Canada Ontario Community Housing Initiative/Ontario Priorities Housing Initiative
- Maintain operating agreements with Non-Profit Housing providers
 - Parry Sound Non-Profit Housing Corporation
 - Georgian Bay Native Non-Profit Housing Inc.
 - Golden Sunshine Municipal Non-Profit

HOUSING SERVICE MANAGEMENT PROGRAM – ACCOMPLISHMENTS & CHALLENGES

- Provide training and development opportunities for Local Housing Corporation and Non-Profit Housing providers
- Statistical reporting to Ministry of Municipal Affairs and Housing
- Creation of affordable housing projects
- Landlord engagement

2025 Major Accomplishments:

- Negotiated and finalized a new 10-year operating agreement with Golden Sunshine Municipal Non-Profit
- Continued to support a capital project at Beaucrest with Parry Sound Non-Profit Housing
- Finalized COCHI/OPHI Year 6 projects and provided funding to 4 housing providers
- Received COCHI/OPHI Year 7 funding allocation
- Continued to discharge previous Ontario Renovates loans
- Attended a virtual Special Priority Program (SPP) Information session held by the Ministry of Municipal Affairs and Housing (MMAH)
- District of Parry Sound Annual Housing and Homelessness Plan Report submitted

Significant Challenges for 2026:

- End of operating agreements with Non-Profit Housing providers – Georgian Bay Native Non-Profit
- Capital program with Non-Profit Housing providers – increased costs of materials/labour/access (ongoing)
- Delay with federal funding – impacted COHB allocation and timeline to eligible applicants

2026 Budget Impacts:

- End of Mortgages – no longer receive federal funding for mortgages for non-profit housing providers
- Cost of Rent-Geared-to-Income subsidy will be DSSAB
- Rising cost of labour/materials impacts completion timelines for capital projects – reporting timelines to MMAH (may impact use it/lose it by specific date)
- Increased rents have made it difficult to assist the same number of rent supplement households
- Increasing requests for Ontario Renovates Accessibility Grant – increase to cost of labour/materials
- Anticipating loan discharges from Ontario Renovates projects
- Complete the Ministry required update for the Housing and Homelessness Plan and Housing Needs Assessment

HOUSING PROGRAM OPERATING BUDGET 2026

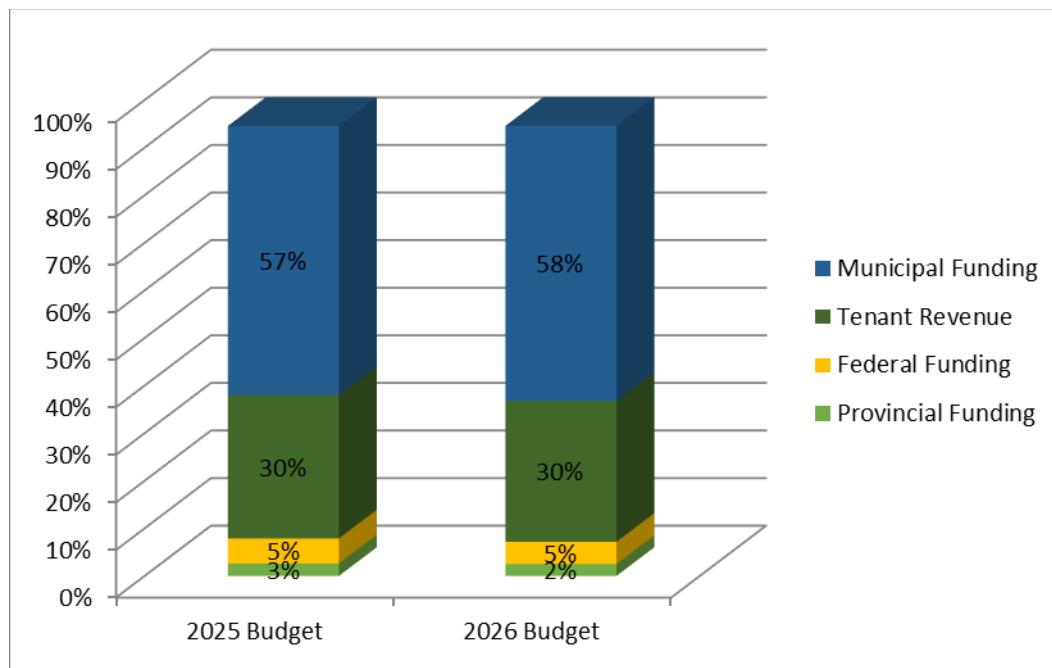
District of Parry Sound



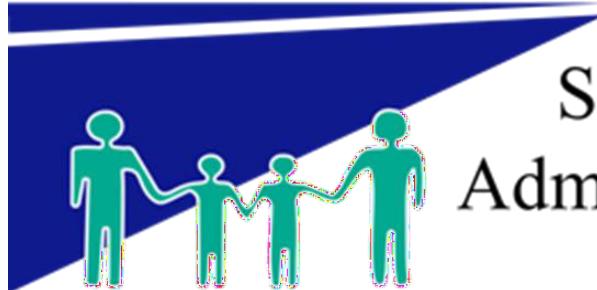
Operating Budget 2026

Housing Program

	A	B	C	VARIANCES	
				Increase / (Decrease)	
				2025 Projection	2026 BUDGET
	2025 PROJECTIO N	2025 BUDGET	2026 BUDGET	vs 2025 Budget (B - A)	vs 2025 Budget (C - B)
Housing Service Manager	1,333,793	1,498,298	1,449,209	164,505	-49,089
Housing Tenant Services	814,629	689,581	839,767	-125,048	150,186
Housing Property Maintenance	3,154,602	3,136,532	3,254,032	-18,069	117,500
Housing Meadowview	654,526	657,099	653,850	2,573	-3,249
Housing Program Costs	5,957,549	5,981,510	6,196,858	23,960	215,348
Less: Provincial Revenue	-156,000	-156,000	-154,330	0	1,670
Less: Federal Funding	-316,223	-316,223	-290,911	0	25,312
Less: Tenant Revenue	-1,871,718	-1,801,021	-1,834,076	70,697	-33,055
Less: Other Revenue	-33,829	-26,000	-35,900	7,829	-9,900
Less: Property Management Overhead Recovery	-300,000	-300,000	-300,000	0	0
Total Municipal Levy Requirement:	3,279,779	3,382,266	3,581,641	102,487	199,375
Percentage of Municipal Levy			46.8%	46.5%	
Increase to Municipal Levy				199,375	
Percentage Increase to Municipal Levy					42.4%



District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Housing Tenant Services Program

HOUSING TENANT SERVICES - INTRODUCTION

Under the umbrella of the Housing Operations Department, Tenant Services provide supports and direction to all tenants within the Parry Sound District Housing Corporation, and Non-Profit Organization for Almaguin Housing, to preserve or dissolve tenancy.

The Department is comprised of the following Staff:

- Director, Housing Operations
- Supervisor, Tenant Services
- Community Relations Worker, Tenant Services (West)
- Community Relations Worker, Tenant Services (East)
- Community Relations Worker, Tenant Services (PSNP and Family Homes)
- Program Support Worker (2)

The Tenant Services program provides the following services:

- Tenant mediation and resolution
- Landlord Tenant Board Notices relating to eviction, and disruption of reasonable enjoyment
- Landlord Tenant Board hearing preparation, and attendance
- Organizing, and delivering Tenant Education workshops, to include Parry Sound Non-Profit Organization
- Monitoring rental arrears, reporting to the Housing Service Manager for the provincial data base upload
- Repayment agreements
- Showing units
- Lease agreements
- Assisting with documents as it pertains to ongoing eligibility
- Tenant complaints
- Referrals as needed to community agencies
- Rent collection
- Annual Market Increase letters as per legislation
- Annual rental income tax receipts
- Financial system coordination with Ontario Works and Ontario Disability Support Program
- Service coordination (internally and external)/case coordination
- Maintaining internal service coordination software (FIIT) data base
- Collection of deposits
- Direct oversight of tenant ledgers

HOUSING TENANT SERVICES – ACCOMPLISHMENTS & CHALLENGES

2025 Major Accomplishments:

- Tenant education sessions were had throughout the district; to include family Parry Sound Non-Profit tenants
- Overall tenant communication and service delivery has improved
- The program has made good efforts in addressing rental arrears effectively through repayment agreements, along with delivering Notices for nonpayment of rent
- Supervisor of Tenant Services continues to work closely with a paralegal in serving notices and evictions. This has proven to be successful in the orders received by the Landlord Tenant Board
- Launch of the YARDI Tenant Portal, which allows communication with Tenant Services staff, submission of maintenance requests, and to pay rent—all in one convenient place.
- Assumed the responsibility of maintaining tenant ledgers, and processing payments within the YARDI/RentCafe software

Significant Challenges for 2026:

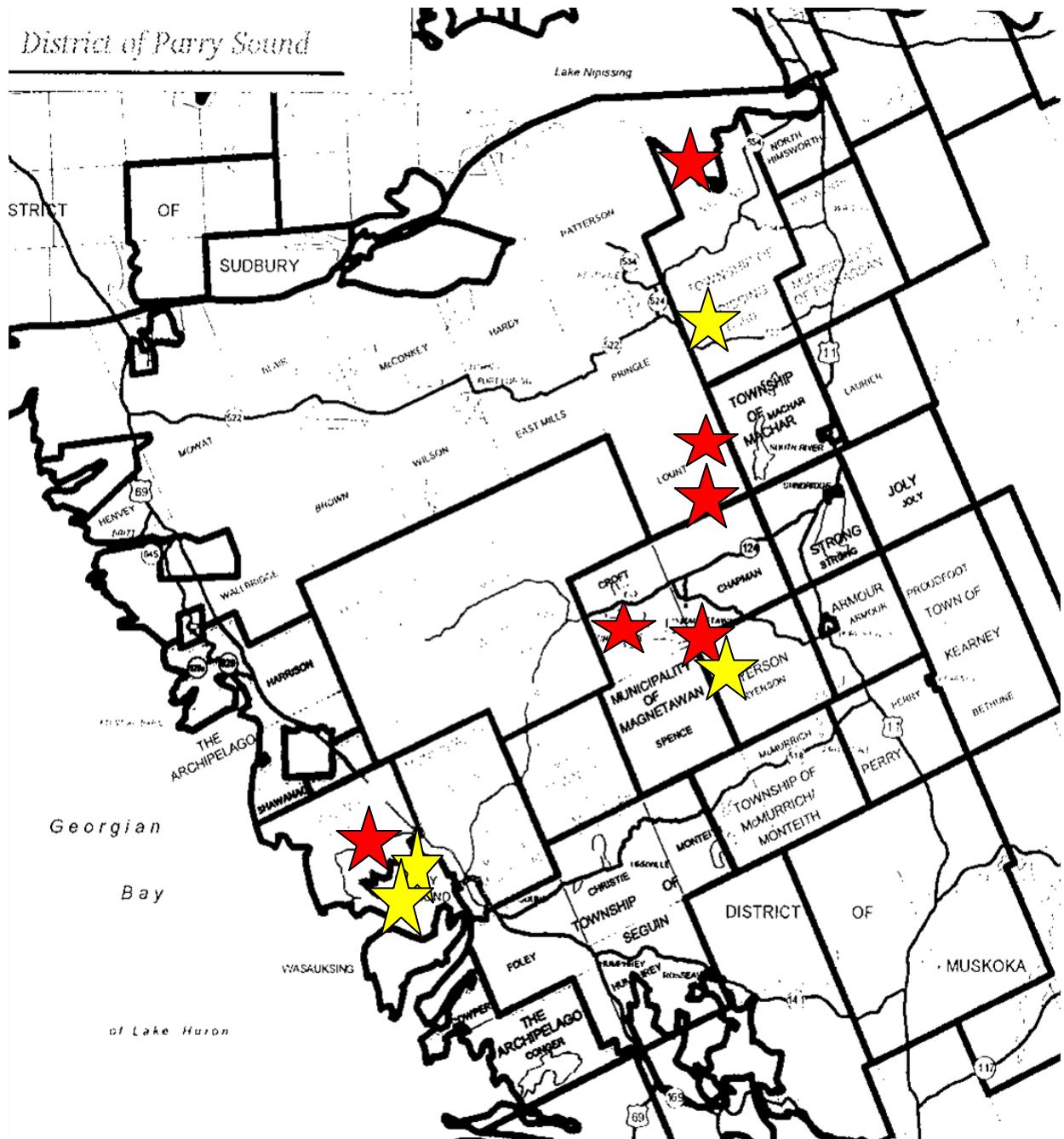
- One of the ongoing challenges has been supporting aging tenants, particularly those with limited access to family or friends. We're seeing a growing prevalence of confusion and dementia among residents
- Landlord and Tenant Board Hearing times are currently 9-15 months
- Continued work with PSNP regarding Tenant Educational sessions
- Will be engaging in a Communication Strategy to improve engagement with Tenants
- Continue to try and bring down tenant arrears and damage costs
- Continue to action units where possible in order to educate tenants on Section 33 of the RTA - "reasonable cleanliness"

2026 Budget Impacts:

- As evictions are very complicated, and are of last resort, accessing legal services via para legal remains a priority for the upcoming year
- Increase in legal, LTB fees and tenant relocation due to rising need
- Salary and benefit increase due to Collective Agreement, Pay Equity Review and 1 FTE from Housing Admin
- Mental wellness and substance misuse is more prevalent; as we are not seeing increased supports. This has come at an expense to the Housing Operations Department as security services may be required for long periods of time prior to successful orders to evict

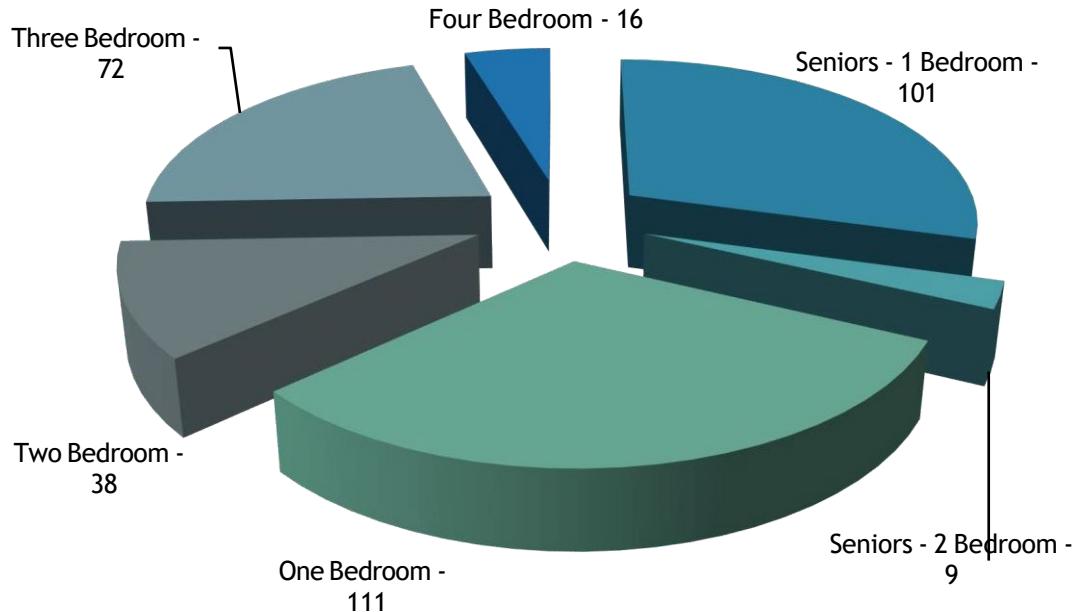
LOCATION OF SOCIAL HOUSING UNITS

District of Parry Sound

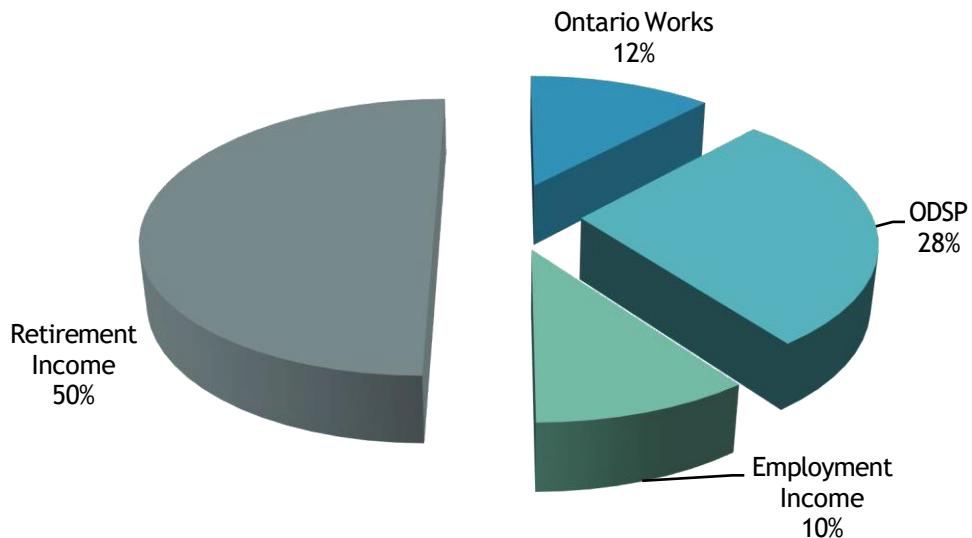


SOCIAL HOUSING UNITS AND TENANT INCOME SOURCES

Social Housing Units in the District



LHC Tenant Income Sources



District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Housing Property Maintenance &
Capital Projects

HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS - INTRODUCTION

Under the umbrella of the Housing Operations Department, the Property Maintenance and Capital Projects program oversees the maintenance, capital repair and planning for the District of Parry Sound Social Services Administration Board (DSSAB) across the district of Parry Sound, to include property maintenance of the Non-Profit Organization for Almaguin Housing (The Meadow View, Powassan).

The Parry Sound District Housing Corporation (the Local Housing Corporation or LHC) is a wholly owned subsidiary of the District of Parry Sound Social Services Administration Board (the DSSAB). It was incorporated under the *Business Corporations Act*.

Housing Operations is 100% Municipally funded, and adheres to the *Residential Tenancy Act*, along with the *Housing Services Act*.

A total of 6 DSSAB buildings (Beechwood Drive, Waubek Street (2) and Esprit Place in Parry Sound, Highlands Childcare Emsdale, and Toronto Ave. South River), 8 PSDH apartment buildings (Parry Sound, Magnetawan, Sundridge, South River, Burk's Falls, Callander), 1 NOAH apartment building (Powassan), and 53 family units across the district (South River, Burks Falls, Parry Sound)

The Department is comprised of the following Staff:

- Director of Housing Operations
- Supervisor of Capital Projects
- Supervisor of Property Maintenance
- Coordinator, Capital Projects
- Facilities Maintenance Technician WEST
- Facilities Maintenance Technician – Custodian (part time, Callander now utilizing a contractor due to little response to posting)
- Facilities Maintenance Technician – WEST
- Facilities Maintenance Technician –EAST x 2
- Community Relations Worker – Maintenance WEST
- Community Relations Worker - Maintenance EAST
- Property Management Clerk – (Currently a contract after staff retirement)
- Program Support EAST- Shared position between Tenant Services/Maintenance
- Custodial contracts (South River, Magnetawan, Beechwood, Toronto Ave, Sundridge, Burks Falls)

The Property Maintenance and Capital Projects program provides the following services:

- Move out inspections, along with move in inspections
- Coordination of contractors for unit move in readiness
- Minor maintenance and repairs done internally

HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS

INTRODUCTION CONT'D

The Property Maintenance and Capital Projects program provides the following services continued:

- Coordination of contractors for major repairs
- Preventative maintenance inspections
- Smoke detector and CO2 inspections
- Fire Suppression Systems
- Updates and shares Fire Plans for all LHC/NOAH buildings
- Screening and recruitment for the Qualified Contractor list
- Asbestos management
- Custodial duties
- Office moves, hanging boards/pictures
- Creation and follow up of Work Orders, and Purchase orders
- Payment processing
- Manage the yard maintenance and snow removal RFQ process and awarding
- Manage the ongoing contracts for yard maintenance and snow removal each year
- Respond to, and rectify maintenance complaints
- Scheduling relevant maintenance work for both the DSSAB owned buildings, along with LHC/N.O.A.H. buildings
- Waste management for LHC/NOAH and Administration buildings
- Capital projects based on current condition, along with Building Condition Assessments (BCA)
- Oversee tender process for capital repair, addition, or replacement
- Unit clean out
- Lock/Fob maintenance
- Inventory control and maintenance of LHC/N.O.A.H. assets
- Ordering supplies
- Eaves trough maintenance
- On Call after hours maintenance and coordination of maintenance/repairs
- Heat filter and duct inspection and light maintenance
- Oversee the preventative maintenance contracts for HVAC, elevators, roof management, asbestos survey, alarms, and water purification
- Investigating energy efficiencies, and conversion planning
- Cost sourcing
- Maintaining the Electrical Safety Authority Data Base (ESA)
- Septic Management
- Maintain by-law expectations for the property standards

HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS – ACCOMPLISHMENTS & CHALLENGES

2025 Major Accomplishments:

- A new position - Supervisor of Maintenance was filled in January 2025
- YARDI implementation was successful and has created convenience and efficiency for staff
- Successfully implemented regular building and unit inspections, therefore positioning to be better with preventative maintenance measures
- Completed, and nearing completion of several capital projects, including roof replacement at Beechwood, canopy roof at front entrance of apartment building, duct insulation at Beechwood, etc.
- Extensive renovations on numerous units in response to either mold, asbestos disruption, or both. This resulted in some cases of tenant relocation
- District-wide duct cleaning was successfully completed in late summer
- Backflow preventers were installed at several sites
- New doors were manufactured and installed and some siding replacement was completed in the fall
- New generator purchased and installed at Highlands Childcare Centre
- Assumed the responsibility of maintaining all DSSAB buildings
- Asbestos Awareness Training was held June 17th. Pinchin Ltd. provided the one-day certificate session to all Housing Operations staff. This knowledge better prepares the staff to recognize and respond to asbestos disturbances

Significant Challenges for 2026:

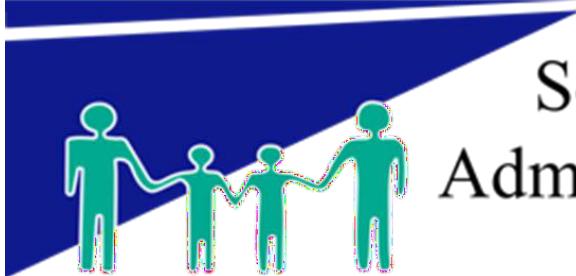
- Expense of extensive renovations, and subsequent tenant relocation/displacement due to mold and asbestos within the housing stock
- Increase of mental wellness and substance misuse with minimal services to respond
- Creating an asset management plan based on updated building condition assessments (BCA)
- Development of Housing Policies as per separation of Housing Programs, and Housing Operations
- Working through new business processes with the separation of maintenance and capital programs
- As per the BCAs required work on buildings now identified. Staffing and contractor capacity may be a challenge
- Aging buildings requiring large maintenance repairs, abatement or remediation
- Developing standards for both the Maintenance and Capital programs

HOUSING PROPERTY MAINTENANCE & CAPITAL PROJECTS – BUDGET IMPACT

2026 Budget Impacts:

- Providing maintenance services to all DSSAB buildings. This service will now include the monitoring of the DSSAB buildings with the afterhours on call, along with monthly preventative maintenance inspections
- Cost of materials, along with services continues to be significantly higher
- Service providers are more difficult to secure in a timely fashion
- Aging buildings require more preventative maintenance measures to include abatement of asbestos when necessary
- Landlord Tenant Board back log creates the risk of profit loss, and further damage to unit while awaiting evictions
- Complexity of tenants with mental wellness and substance misuse issues, and with minimal outside services to respond, creates risks associated with damage of assets, along with safety requirements such as entering a unit in pairs
- Catching up on maintenance issues and capital projects for all DSSAB and PSDH buildings
- Salary and benefit increase due to cost of living, step progression and pay equity review increases

District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Women's Services Program (Esprit Place)

WOMEN'S SERVICES PROGRAM (ESPRIT PLACE) – INTRODUCTION

Esprit Place Family Resource Centre provides single window access for all female identifying survivors of violence or abuse and their dependents in the District of Parry Sound, to immediate protection and quality support provided in a coordinated and integrated manner. This may include access to emergency shelter, income and housing support, referrals for medical treatment and police interventions, social, psychological, legal assistance, ongoing counselling and support, and support for children experiencing violence. All services and programs are voluntary, free of charge, and confidential. Esprit Place operates 10 emergency shelter beds in a secured facility which is staffed 24 hours a day, seven days a week. There are individual bedrooms for privacy, and common areas shared by all residents. We strive to maintain a safe home atmosphere, with expectations of co-operation and tolerance from everyone within the household. Esprit Place provides a friendly and supportive atmosphere for children.

The Department is comprised of the following Staff:

- Director of Women's Services (1)
- Supervisor – Esprit Place (1)
- Clinical Counsellor (1)
- Residential Program Workers (4 Full-time; 2 Part-time)
- Relief Counsellors (6)
- Outreach Worker (1)

The Women's Services Department provides the following services:

- Residential Services (Esprit Place Family Resource Centre)
 - Supportive counselling
 - Temporary safe and secure shelter residence
 - Provision of food and other residential supports (i.e. blankets, hygiene products)
 - Emergency transportation
 - Referrals or linking women to alternative accommodations
 - Assisting with housing applications
 - Provision of information on rights, options, and available services
 - Development of safety strategies or plans for women and their children
 - Assistance with information on immigration, transportation and cultural interpretation
 - Services through the local crisis phone line
 - Outreach to women, including promoting shelter services
 - Advocacy on behalf of the woman and her children
 - Children's Programming and referrals to Childcare

- Non-Residential Services
 - 24-hour Crisis Phone
 - Crisis Intervention and Supportive Counselling
 - Emergency Transportation to Esprit Place or another shelter (in partnership with other agencies)
 - Community Liaison, Referrals, and Advocacy
- Children's Voices
 - Individual counselling for children or youth
 - Consultation with parents regarding behaviour strategies
 - Group work focusing on topics such as self-esteem, self-care, anger management, and healthy relationships
- The Transitional Housing Support Program
 - To provide enhanced housing supports across the District to prevent homelessness.
 - Funds one additional community relations worker to work with vulnerable populations in our community
- VAW Coordinating Committee

WOMEN'S SERVICES PROGRAM (ESPRIT PLACE) – ACCOMPLISHMENTS, CHALLENGES & BUDGET IMPACTS

2025 Major Accomplishments:

- On March 8th, 2025, Esprit Place reopened its doors to serve women and children fleeing gender-based violence; utilized Social Services Relief Fund Phase 4 & 5 for renovation
- Operations & Maintenance (O&M) manuals completed by Bertrand Wheeler
- Developed a new operational model for Esprit Place Family Resource Centre to deliver services that are grounded in evidence, trauma and violence informed and delivered in a manner that is driven by principles of equity, diversity, inclusion, and decolonization
- Strengthened partnerships with local social service agencies
- Expanded membership on Violence Against Women Coordinating Committee
- Completed extensive staff training
- Hosted a successful “Take Back the Night” event in Market Square Park in Parry Sound bringing people together to draw awareness to gender-based violence.

Significant Challenges for 2026:

- Recruiting and maintaining an optimal staffing compliment to ensure the safe and effective operation of Esprit Place Family Resource Centre and the delivery of comprehensive wrap around supports for Esprit Clients
- Training staff and engaging relevant community resources to support our clients who are experiencing increased levels of addiction and poorly managed mental health concerns. This challenge is exacerbated by the poor distribution of mental health and addiction treatment resources throughout the District of Parry Sound

2026 Budget Impacts:

- Increased staffing costs – Collective agreement & Pay Equity Review
- Increased operational costs for a congregate setting, including increased cost of groceries, household cleaning supplies, and transportation
- Static MCCSS funding year over year
- In 2026, the Director of Women's Services will assume oversight of Directly Operated Child Care program upon the retirement of the current director, creating leadership efficiencies and reducing overall organizational cost

WOMEN'S SERVICES PROGRAM OPERATING BUDGET 2026

District of Parry Sound



Operating Budget 2026

Women's Services Program

A

B

C

VARIANCES	
Increase / (Decrease)	

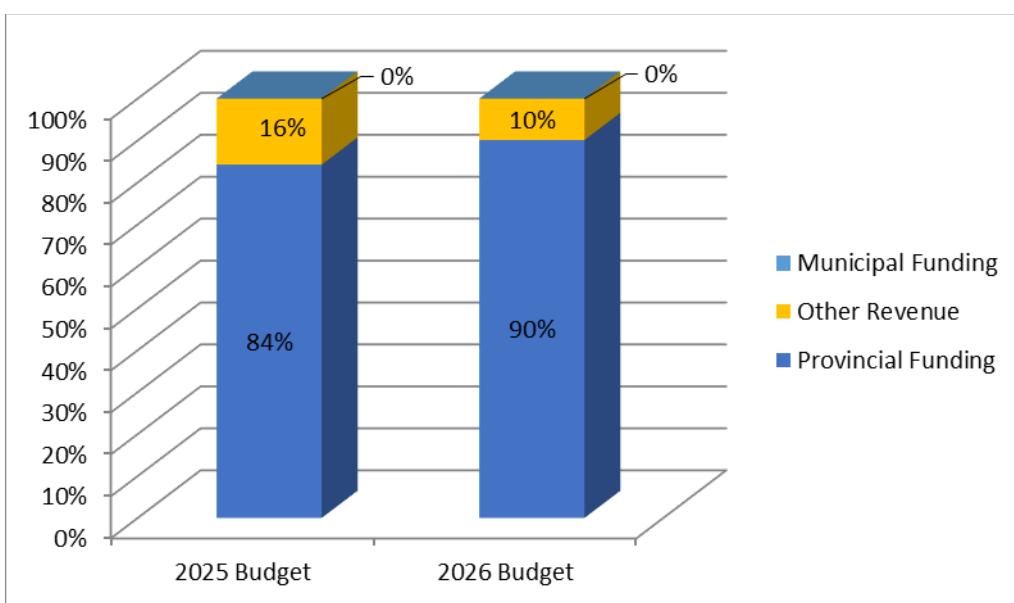
		2025 Projection	2026 BUDGET
		vs 2025 Budget (B - A)	vs 2025 Budget (C - B)
2025 PROJECTION	2025 BUDGET	2026 BUDGET	

Esprit Shelter Costs	950,256	948,457	869,452	-1,799	-79,005
Outreach Worker Costs	94,200	101,358	104,961	7,158	3,602
Child Witness Costs	58,123	63,252	64,322	5,129	1,070
VAWCC Costs	23,722	27,833	27,833	4,111	-
Women's Services Program Costs	1,126,301	1,140,900	1,066,567	14,599	-74,332
Less: Provincial Funding	-961,155	-961,155	-961,155	0	0
Less: Grant Revenue	-7,406	-10,000	0	-2,594	10,000
Less: Donation Revenue	0	-9,745	-5,412	-9,745	4,333
Less: Bursary Revenue	-	-	-	-	-
Less: Transfer from Reserves	0	-	-	-	-
Less: Allocated from Other Programs	-160,000	-160,000	-100,000	0	60,000
Total Municipal Levy Requirement:	- 2,260	-	-	-	-

Percentage of Municipal Levy	0.0%	0.0%
------------------------------	------	------

Increase / (Decrease) to Municipal Levy	-	-
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Percentage Increase to Municipal Levy	0.0%	0.0%
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District of Parry Sound



2026 BUDGET

DSSAB Facilities

Maintenance

DSSAB FACILITIES MAINTENANCE - INTRODUCTION

The DSSAB incurs facility property management expenses for buildings that we own in the District that are not social housing. The Property Maintenance & Capital Projects division is responsible for ensuring that the internal and external property maintenance of these buildings is maintained throughout the year and manages the cost in the operating and capital budget as reported in the asset management plan system.

The DSSAB facilities are located as follows:

South River

- 16 Toronto St. – Ontario Works, Childcare Services, First Steps Early Learning and Child Care Centre, EarlyON Child & Family Centre, Esprit Outreach program, Housing & Homelessness program.

Emsdale

- 2500, H 592, Perry Township- Highlands Early Learning and Childcare Centre

Town of Parry Sound

- 1 Beechwood Drive –Ontario Works, Social Housing, Childcare Service Management, and Corporate Services
- 66A Waubeeek St. – Waubeeek Early Learning and Childcare Centre
- 66B Waubeeek St. – Clara's Place Preschool
- 3A Beechwood Dr. – Esprit Women's Shelter
- Waubeeek St. – vacant property

PROGRAM FACILITIES OPERATING BUDGET 2026

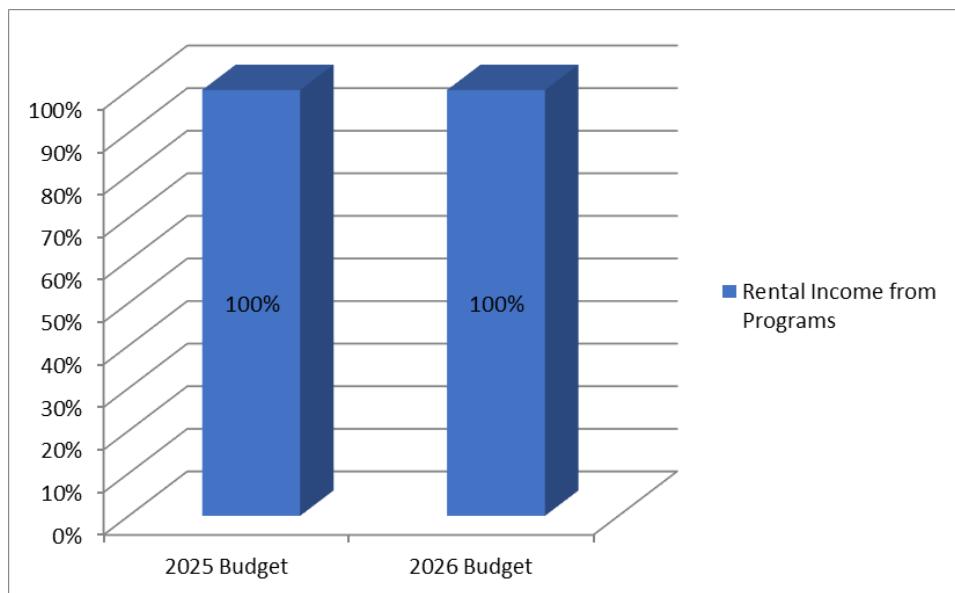
District of Parry Sound



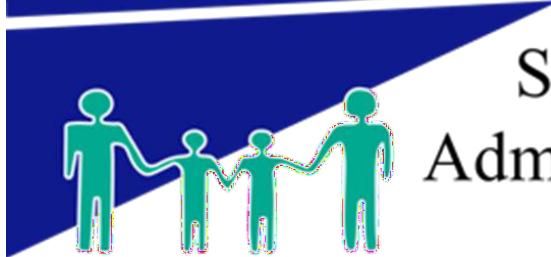
Operating Budget 2026

DSSAB Facilities Maintenance

Expense	2025 PROJECTION	2025 BUDGET	2026 BUDGET	VARIANCES Increase / (Decrease)	
				2025 Projection vs 2025 Budget	2026 Budget vs 2025 Budget
				(B - A)	(C - B)
Parry Sound - Beechwood Facility	177,293	189,500	191,400	12,207	1,900
South River - Toronto Avenue Facility	143,451	108,480	141,480	-34,971	33,000
Parry Sound - Waubek Daycare Facility	66,374	70,232	74,300	3,858	4,068
Emsdale - Highlands Daycare Facility	44,842	53,690	59,300	8,848	5,610
Parry Sound - Esprit Women's Shelter	34,800	45,000	38,600	10,200	-6,400
Parry Sound - Waubek (Clara's Place)	-	-	50,400	-	50,400
DSSAB Facilities Maintenance Costs	466,760	466,902	555,480	143	88,578
Less: Rental Income from Programs	-466,760	-466,902	-555,480	-143	-88,578
Total Municipal Levy Requirement:	-	-	-	-	-
Percentage of Municipal Levy			0.0%	0.0%	
Increase / (Decrease) to Municipal Levy				-	
Percentage Increase to Municipal Levy				0.0%	



District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Corporate Services
(CAO's Office &
Members of the DSSAB Board)

CORPORATE SERVICES (CAO/BOARD) - INTRODUCTION

Working with the Board, the CAO is responsible for the establishment of the Corporate Strategic Directions for the District of Parry Sound Social Services Administration Board (DSSAB). Through management and leadership of the Senior Leadership Team, the CAO provides direction of administration and implementation of the strategic directions and operations of the DSSAB. The CAO manages the execution of the Board's directions and decisions and provides recommendations to the Board regarding periodic updating of the Corporate Strategic Directions.

The Department is comprised of the following Staff:

- Chief Administrative Officer
- Administrative Officer
- Board Chair, Members of the DSSAB Board

The CAO's Office provides the following services:

- Oversee the implementation of the Strategic Plan
- Provide recommendations to the Board
- Preparation of a monthly CAO report
- Collaborate with program Directors to fulfill program and strategic objectives
- Provide leadership to the organization

2025 Major Accomplishments:

- Launched an Expression of Interest (EOI) inviting qualified housing partners to help advance new affordable housing projects across the Parry Sound District
- Continuing to develop and strengthen the Leadership Team
- Participated in delegations with Ministry representatives at the Association of Municipalities of Ontario (AMO) Conference & Rural Ontario Municipalities Association (ROMA) Conference
- Attended the Regeneration Forum conference, hosted by Housing Services Corporation (HSC) in Toronto that aims to inspire and inform the Canadian community housing sector. Moderated a session titled 'Pushing Boundaries to Achieve Meaningful Change'
- Esprit Place was proud to support an event in South River in recognition of International Women's Day at the South River-Machar Community Centre
- Attended the annual Ontario Municipal Social Services Association (OMSSA) Policy and OMSSA Exchange conferences representing our DSSAB
- Attended the annual Northern Ontario Service Deliverers Association (NOSDA) conference representing our DSSAB
- Supported the launch of a new five-year Strategic Plan for NOSDA to improve health and human services across Northern Ontario
- NOSDA representatives met with Ontario's Minister of Infrastructure, Kinga Surma, at AMO to speak up for Northern Ontario making the regulation changes needed so DSSABs can access

the Infrastructure Ontario Loan Program

- NOSDA also met with Associate Minister Graydon Smith (Municipal Affairs and Housing) to advocate for Northern Ontario, pressed for urgent and targeted action to address soaring homelessness in the North
- Attended the District of Parry Sound Municipal Association (DPSMA) Spring meeting in Callander and the fall meeting at the Orrville Community Centre in Seguin Township
- Attended the *Take Back the Night* event at Market Square Park in Parry Sound hosted by the Violence Against Women Coordinating Committee for an evening of solidarity, awareness, and action against gender-based violence
- Continued to support the West Parry Sound Ontario Health Teams (OHT) as a Collaborative Partner
- Continued as Board Director on the Housing Services Corporation (HSC) Board and member of the audit/finance committee
- Continued building and strengthening relationships with our local MP and MPP
- Partnership discussions with Ontario Health North
- Continued building and strengthening relationships with Community Partners such as WPSHC, Parry Sound Friendship Centre, OPP, Children's Aid Society of Nipissing & Parry Sound, Canada Mortgage and Housing Corporation (CMHA), The Friends, Community Living Parry Sound, Habitat for Humanity Ontario Gateway North

Significant Challenges for 2026:

- NOAH financial structure
- Maximizing Ministry of Education funding for Child Care due to restrictive funding guidelines
- Addressing the ongoing housing crisis locally with meaningful solutions
- Addressing the growing community impacts of the mental-health and substance-use crisis, including the need for more coordinated, trauma-informed supports

2026 Budget Impacts:

- Similar to prior year, maintain in-person attendance by the CAO to various provincial conferences to build awareness of the DSSAB's services and required funding for programs

District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Corporate Services
(Finance)

CORPORATE SERVICES (FINANCE) - INTRODUCTION

The Finance Department is headed by the Director of Finance. The Finance department provides support to the DSSAB and Social Housing programs and Board to fulfill their obligations with the following principles in mind; efficiency and consistency in program operations; adherence to board policies in all programs and continual organizational development and improvement in program and staff effectiveness.

The Department is comprised of the following Staff:

- Director of Finance
- Supervisor of Finance
- Senior Financial Analyst
- Financial Analyst
- Finance Officer (2)

The Finance Department provides the following services:

Treasury and Cash Management

- Includes monitoring bank accounts, signing authorities, managing investments and capital reserve planning.
- Investment Policy
- Following the standard of care established, Board assets must be invested with the “care, skill, diligence and judgment that a prudent investor would exercise in making investments.”
- Investment parameters recognize that the DSSAB has a long-term time horizon and that the Board’s objective is to ensure that the value of its investments keeps pace with inflation.

Financial Reporting

- Provides administrative support for all DSSAB program areas while managing the flow of data incorporating separate software systems for Ontario Works (SDMT), Housing (Yardi), Children’s Services (OCCMS, OneHSN and Lillio), Community Services (WISH) and Finance (Financial Edge). Data is aggregated and financial statements are prepared monthly.

Reporting and Analysis to Programs

- Detailed activity reports are provided to each Director monthly for review. Financial analysis is prepared regularly as needed. Financial reports are reviewed monthly by the Director of Finance. The financial reports are compared to budgeted figures, variances are investigated, and plans developed for corrective action as required.

CORPORATE SERVICES (FINANCE) – INTRODUCTION CONTINUED

Board Financial Reporting

- Provide monthly reporting, financial analysis recommendations to Board for decision making.

Annual Corporate Operating and Capital Budgets

- CAO & Director of Finance responsible to lead the organization and preparation of the annual DSSAB and Social Housing corporate budget to the Board for annual approval.

Audit

- Preparation and analysis of year-end financial statements for audit. Financial analysis and schedules are prepared by the staff and provided electronically for the auditors to review and provide their professional opinion.

Purchasing

- Invoices are processed for payment centrally and reviewed to ensure that they are properly authorized for payment, fall within the constraints of the approved budgets and that purchasing/procurement policies have been followed.

Significant Challenges for 2026:

- Managing diverse and restricted funding sources, such as Cost-Based Funding for Childcare
- Complex ministry reporting requirement with more statistics/details required each year
- Rising costs without matching funding
- Technology gaps – still relying on excel for complex budget preparation, merging two software general ledgers into one meaningful solution
- Compliance with government regulations and audit pressures - Direct Engagement to Report on Compliance for Cost-Based Funding, Cost Reviews, RER Report, EFIS, etc.
- Digitizing and revamping many financial processes to work with new environment and ongoing technology changes – Co-pilot for excel and Power BI for streamlined reporting
- Balancing mission with financial sustainability

2026 Budget Impacts:

- Budget impacts for 2026 are primarily driven by updates associated with cost of living, step progression and the outcomes of the pay equity review

District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Corporate Services
(Human Resources /
Health & Safety)

CORPORATE SERVICES (HUMAN RESOURCES/HEALTH & SAFETY) – INTRODUCTION

The Human Resources / Health & Safety (HR) department is the group responsible for managing the employee life cycle and all employment-related functions. Areas such as recruitment and selection, legislative compliance, payroll and benefits, organizational development, talent management and performance are key responsibilities. The scope of work is not limited to managing administrative functions. HR also works actively to safeguard the interest of employees and create a positive work environment for them. It serves as a link between employer expectations and employee needs so that a fine balance is maintained. Employee/labour relations are also an ongoing focus. The HR team works to ensure that the employees of the DSSAB are supported to assist them in serving the vulnerable populations in our communities.

The Department is comprised of the following Staff:

- Director of Human Resources
- Payroll Coordinator
- HR Coordinator- Pension & Benefits
- HR Coordinator- Training, Performance & Licensing
- HR Coordinator- Recruitment

The Human Resources Department provides the following services:

- Payroll & attendance
- Pension & benefit administration
- Recruitment & Selection, job postings, interviews, hiring.
- Job design and job description creation and revision
- Orientation and on-boarding of new staff
- Training including in-house facilitation and organizing external training.
- Policy administration
- Workplace accommodations, WSIB administration, absence/sick pay administration
- Administration of all employee leaves (parental, medical, leave of absence etc.)
- Legislative compliance (Employment Standards Act, Labour Relations Act, Occupational Health & Safety Act, Accessibility for Ontarians with Disabilities Act, etc.)
- Employee/ labour relations (Collective Bargaining negotiations and ongoing collective agreement interpretation)
- Licensing for childcare programs
- Vulnerable sector checks
- Employee loans administration
- Conflict resolution
- Workplace investigations
- Performance Review process administration

CORPORATE SERVICES (HUMAN RESOURCES/HEALTH & SAFETY) – INTRODUCTION CONTINUED

The Human Resources Department provides the following services continued:

- Addressing work-related issues of individual employees, including discipline and termination
- Maintaining employee records
- Fostering a safe and positive work environment, and promoting employee wellness
- Working with the Leadership team to maintain and promote organizational culture.
- Keeping employees safe at work by implementing/updating health and safety regulations
- Focusing on diversity, equity, and inclusion
- Helping staff exit the company well, whether retiring, resigning, termination, or layoff

2025 Major Accomplishments:

- Completed a comprehensive non-union pay equity and market review
- Rebuilt and revitalized the staffing complement at Esprit Place
- Successfully migrated all organizational policies to the DocTract system, providing automated employee attestation and streamlined compliance oversight

Significant Challenges for 2026:

- OPSEU Pay Equity maintenance
- Corporate training on Workplace Harassment, Respect in workplace
- Supporting employee health and wellness
- Changing legislation (ESA, OHSA updates)
- Increasing diversity, equity and inclusion in recruitment
- Succession planning for upcoming retirements in key positions
- Legal fees for potential new grievances, given the change in culture/climate

2026 Budget Impacts:

- The budget increase is primarily driven by salary and benefit adjustments related to cost of living wage increases, step progressions, and the outcomes of the pay equity review

District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Corporate Services (Communications)

CORPORATE SERVICES (COMMUNICATIONS) - INTRODUCTION

The Communications Team supports all programs/departments by connecting and informing residents of the District of Parry Sound on local social services issues. The Communications Officer provides support and communications work of a confidential nature to the CAO.

Communications is a subdepartment of the Corporate Services budget, and the intent of the department is to grow public awareness of the DSSAB's services, and capitalizing on opportunities to promote the DSSAB as one voice at the corporate level.

The key objectives of the Communications Team are to:

- 1) Create Awareness; 2) Simplify Navigation; 3) Improve Public Perception

The Communications Team is comprised of the following Staff:

- Communications Officer

The Communications Team provides the following services:

External Communications

- Strategic communications support to all departments in their delivery of programs and services to those we serve.
- Development and implementation of plans, programs, and messaging to promote the DSSAB within the community.
- Ensuring the DSSAB speaks with a unified voice
- Development and distribution of media releases, newsletters and other organizational communications
- Organization of political and other events
- Responding to public and media inquiries, compliments and complaints
- Acts as a spokesperson for the organization, along with the CAO, and Board Chair
- Providing image and reputation management support
- Communicating about the long-term vision of the organization, our Strategic Plan which includes key goals and objectives.
- Providing crisis and issues management support
- Attend & host community events to increase awareness
- Fulfils the role of Privacy Officer for the organization
- Develop content and administer the external DSSAB websites (www.psdssab.org, www.espritplace.ca, www.themeadowview.ca)
- Develop content and administer all social media accounts
 - DSSAB (Facebook, Twitter, LinkedIn)
 - Esprit Place (Facebook, Instagram)
 - EarlyON (Facebook)
 - Become an ECE (Facebook, Twitter, Instagram)
 - The Meadow View (Facebook)

CORPORATE SERVICES (COMMUNICATIONS) - INTRODUCTION

Internal Communications

- Supports the Human Resources Team and CAO's Office in their efforts to communicate and engage DSSAB employees
- Publication of the quarterly internal staff newsletter called 'The District'
- Administration of the Internal Staff Website
- Provides training to staff on privacy best practices

2025 Major Accomplishments:

- Successfully launched the redesigned Parry Sound DSSAB website, enhancing accessibility and user experience

Significant Opportunities & Challenges for 2026:

Opportunities:

- The launch of the new Parry Sound DSSAB website has a new subscription function will enable us to leverage the new website to enhance our reach and communications efforts.
- Bringing 3 websites (DSSAB, EarlyON, Esprit Place) under one Content Management System (CMS) will provide greater administrative control, improved visitor satisfaction and ease of use, and additional features (i.e.. news subscriptions, job posting notifications, calendars, etc). This will also help us to meet our obligations under the French Language Services Act (FLSA).
- In collaboration with the HR team, the Communications team's developed a recruitment video, which will provide an opportunity in 2026 for us to showcase our staff and what it means to be a DSSAB employee.
- Communications staff will continue to review processes and service levels standards to address any potential gap between community expectation and our ability to deliver prompt and effective services.
- Social media performance will be reviewed. New platforms may provide opportunities for greater reach.

Challenges:

- Recruitment continues to be a challenge. Must find creative ways of reaching a greater audience and promoting DSSAB as an employer of choice (i.e.. recruitment video).
- In 2023, Metroland Media Group (MMG) announced that it was restructuring its operations and seeking protection under the Bankruptcy and Insolvency Act. This loss of community printed news continues to be a challenge as we publish media releases, and advertise Tenders, RFPs, and job postings.
- Communications staff will continue to review processes and service levels standards to

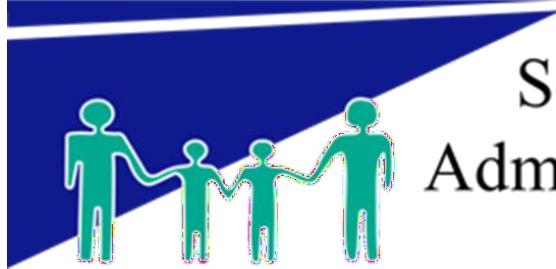
address any potential gap between community expectation and our ability to deliver prompt and effective services.

CORPORATE SERVICES (COMMUNICATIONS) – BUDGET IMPACTS

2026 Budget Impacts:

- Continued implementation of current Communications Plan in 2026.
- Continue with ongoing updates/new content of the external website to improve user navigation, accessibility, and bilingualism. Manage all 3 websites under one Content Management System (DSSAB, Esprit Place Family Resource Centre, EarlyON). This will also help us to meet our obligations under the French Language Services Act (FLSA).
- A marketing campaign to promote the new recruitment video will be planned for 2026 using primarily digital advertising platforms.
- A marketing campaign for The Meadow View will be considered in the 2026 budget.
- In 2026, the Communications Officer intends to keep office hours in the South River office to support staff throughout the district. This cost has been reflected in the travel budget.
- Innovation Fund resources will be strategically applied to communications efforts that promote the ECE profession and highlight the breadth of career pathways within the early years sector.

District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Corporate Services
(Information Technology)

CORPORATE SERVICES (IT) - INTRODUCTION

The Information technology Department (I.T.) is responsible for managing all of the technology needs of the DSSAB. This includes maintaining all computer systems, servers, software, communications, and networks. The department works to ensure that all hardware and software are up-to-date and functioning properly and provides technical support to all employees. The I.T. Department plays a crucial role in the planning and implementation of new projects and initiatives in all departments across the organization and works to provide our programs with the most efficient and cost-effective solutions, allowing the DSSAB's client facing programs to deliver high standards of service. The I.T. department plays a key role in protecting the DSSAB from Cybersecurity threats by implementing and maintaining strong security measures, such as firewalls and network monitoring devices. The department also helps to educate employees on good cyber security practices. Overall, the I.T. department helps to ensure that the DSSAB has the technology it needs to operate smoothly and efficiently.

The Department is comprised of the following Staff:

- Director of Information Technology
- Information Technology Support Technician
- Information Technology Support Technician

The Information Technology Department provides the following services:

- Centralized technology purchasing
- Asset management (technology assets)
- Provisioning of all Desktops and Notebooks for staff and programs
- Mobile device purchasing and plan management
- Mobile device security and provisioning
- Telephone and VOIP management, provisioning, and support
- Wired and wireless network design, implementation and management for all programs
- Management of internet access for all DSSAB programs and buildings
- Day to day, end user technical support to all staff and stakeholders
- End user cyber security and cyber awareness training
- Licensing management for all program related and agency wide software purchasing and renewals
- Firewall and Wide area network services and management
- Provisioning and management of VPN and remote access services
- Cyber security management and threat analysis
- Cyber security threat response
- Administration of all employee accounts and credentials

CORPORATE SERVICES (IT) - INTRODUCTION

The Information Technology Department provides the following services continued:

- Administration of all user email and digital communications
- Administration of all on site and cloud-based servers and services
- Security Camera provisioning and administration
- Access controls management – provisioning and distribution of all card and fob access for DSSAB buildings
- Working closely with all departments to implement new and efficient technology solutions to assist in service delivery
- Technology advisors for all DSSAB programs as well as community partners and stakeholders

2025 Major Accomplishments:

- Completion of the DSSAB core network infrastructure rebuild, which included the installation of new servers and switches
- Implemented a new asset management system for Housing assets
- Migrated to a more robust data protection solution to enhance data storage and backup protocol
- Increased Cybersecurity stack - Darktrace expansion
- Cybersecurity assessment to mitigate risks
- Network operations modernization

Significant Challenges for 2026:

- Network Firewall Refresh - current system is End Of Life
- Phone system Refresh - Current system is End of Life
- Roll out of AI based tools for appropriate positions
- Keeping up with evolving security requirements, such as certificate renewals, cyber security threats and access control updates

2026 Budget Impacts:

- Cost increases from software and hardware vendors attributable to supply-chain pressures and tariff impacts
- Additional software expenditures associated with AI integration and related technological enhancements

CORPORATE SERVICES OPERATING BUDGET 2026

District of Parry Sound



Corporate Services Budget 2026

Corporate Services

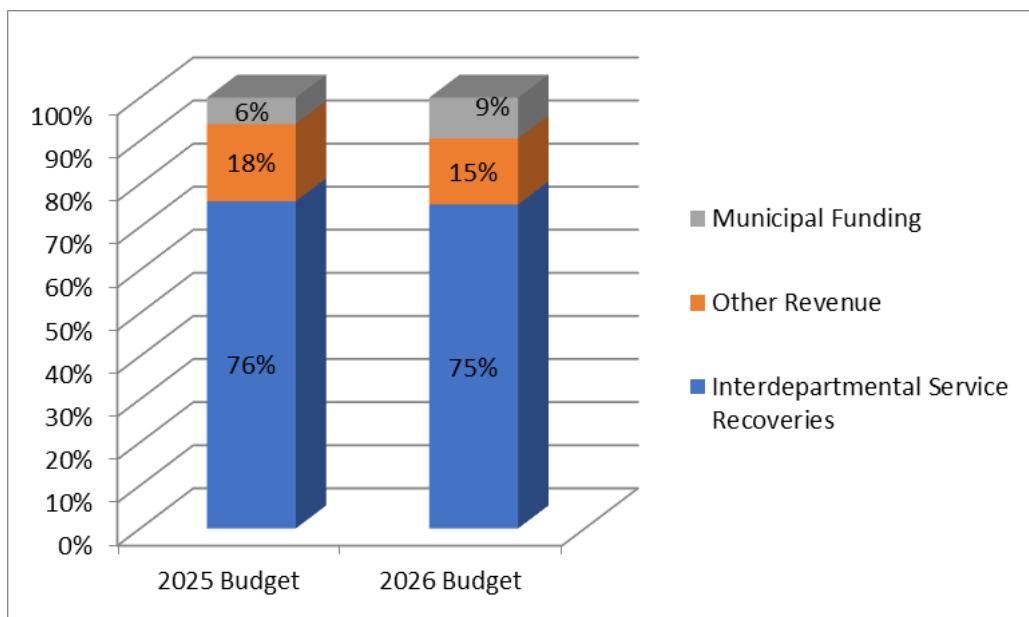
A

B

C

VARIANCES
Increase / (Decrease)

	2025 PROJECTIO N	2025 BUDGET	2026 BUDGET	2025 Projection		2026 BUDGET	
				vs 2025 Budget (B - A)		vs 2025 Budget (C - B)	
				2025 Projection	2026 BUDGET	2025 Projection	2026 BUDGET
Members of the DSSAB Board	35,130	65,019	65,019		29,889		-0
CAO's Office	381,258	524,165	548,058		142,907		23,893
Finance Services	855,680	874,162	933,416		18,482		59,254
Human Resources / Health & Safety Services	786,829	790,802	824,814		3,973		34,012
Communication Services	142,717	141,494	155,416		-1,223		13,922
Information Technology	1,093,563	1,226,016	1,326,694		132,453		100,678
Corporate Services Costs	3,295,178	3,621,658	3,853,417		326,481		231,758
Less: Interdepartmental Overhead Recoveries	-2,699,732	-2,750,322	-2,898,010		-50,590		-147,688
Less: Other Revenue	-595,445	-650,000	-590,000		-54,555		60,000
Total Municipal Levy Requirement:	0	221,336	365,407		221,336		144,070
Percentage of Municipal Levy			3.1%		4.7%		
Increase to Municipal Levy				144,071			
Percentage Decrease to Municipal Levy				31%			



District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Social Assistance Restructuring Fund (SARS)

SOCIAL ASSISTANCE RESTRUCTURING FUND

Purpose of Social Assistance Restructuring Fund:

- The Social Assistance Restructuring Fund represents amounts that were directed by the province to be set aside (between 2003 and 2013) and spent to “reduce the depth of child poverty and promote attachment to the labour force”.
- Municipal savings from the Social Assistance Restructuring Fund were realized in reduced financial assistance payments to Ontario Works families with children through the Ontario Child Benefit program.
- The Board has allocated these funds over the years primarily to food security programs and emergency shelter and energy programs for low-income families and social assistance recipients.
- These funds had the potential of being reimbursed to municipalities through OMPF (Ontario Municipal Partnership Fund) grants in the past. In 2013 the OMPF grant formula changed to a MFCI (Municipal Fiscal Circumstance Index) basis. As such, social services costs are no longer a determinant of OMPF grants and Social Assistance Restructuring Fund allocations are no longer available through OMPF funding.
- The Board approved the annual spending allocations for food security programs from the Social Assistance Restructuring Fund at the September meeting of the Board.

SOCIAL ASSISTANCE RESTRUCTURING OPERATING BUDGET 2026

District of Parry Sound



Social Assistance Restructuring

A

B

C

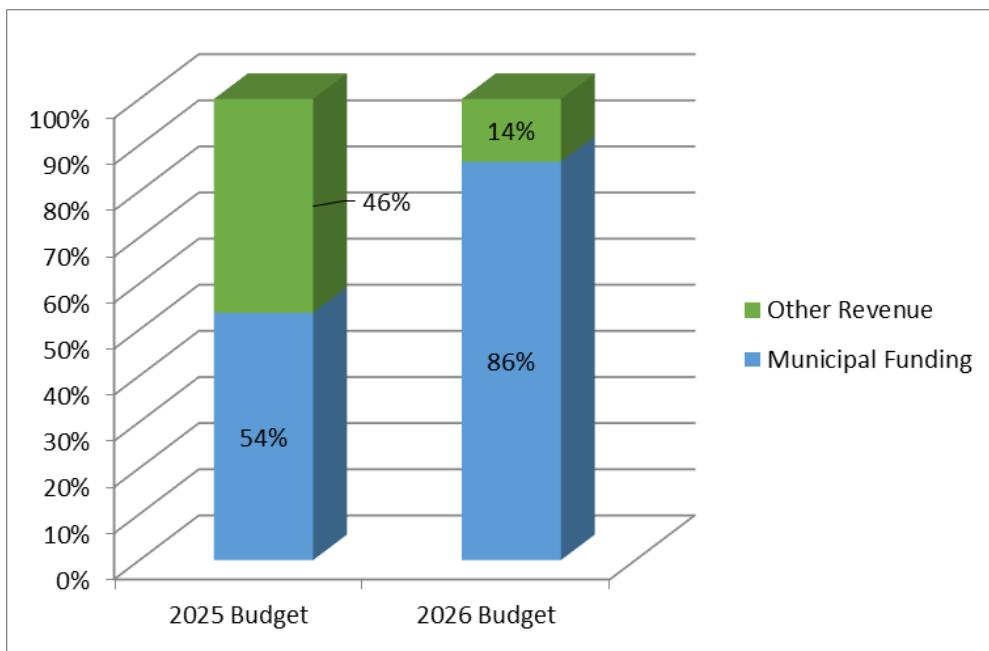
Increase / (Decrease)

	2025 PROJECTION	2025 BUDGET	2026 BUDGET	2025 Projection vs 2025 Budget (B - A)	2026 Budget vs 2025 Budget (C - B)
				2026 BUDGET	
Recreational Opportunities for children	20,000	20,000	20,000	-	-
Food Security Programs	136,000	142,000	142,000	6,000	-
Emergency Shelter & Energy program	60,000	60,000	60,000	-	-
FRP/Homes for Good	61,200	61,200	61,200	-	-
Other Expenses	10,000	10,000	10,000	-	-
Social Assistance Restructuring Costs	287,200	293,200	293,200	6,000	-
Less: Transfer from Reserves	-130,000	-136,000	-40,000	- 6,000.00	96,000
Total Municipal Levy Requirement:	157,200	157,200	253,200	0	96,000

Percentage of Municipal Levy 2.2% 3.3%

Increase to Municipal Levy 96,000

Percentage Increase (Decrease) to Municipal Levy 20.4%



District of Parry Sound



Social Services
Administration Board

2026 BUDGET

Contributions to Capital Reserves

CONTRIBUTION TO CAPITAL RESERVES- INTRODUCTION

Reserve contributions to DSSAB Facilities and Social Housing reserve for 2026 have increased from \$1,235,000 to \$1,343,466 to better align with the Building Condition Assessment Report and recommendations from our external auditor.

Reserves and reserve funds are an important financial indicator in the DSSAB's overall financial health. By maintaining reserves, the DSSAB has the capability to fund future liabilities, a key link to long-term financial planning practices. They also provide a cushion to absorb unexpected shifts in revenue and expenditures. The availability of reserves also reduces the cost of financing capital as it allows an organization to avoid debt interest payments.

The effective use and management of reserves and reserve funds is a critical aspect of an organization's strategic financial plan and continued long-term financial sustainability. It is crucial that the DSSAB has principles, programs and policies formally approved by the Board that serve as a framework to make important financial decisions. Staff will be working to enhance the DSSAB's reserve policy to provide guidance with respect to the administration, establishment, targeted levels and uses of the DSSAB's reserve funds.

This also includes the review of the composition of reserves and reserves funds to ensure sufficient and appropriate funding and to ensure the reserves will support the DSSAB's asset management plan to assist with keeping assets in a state of good repair.

As staff continue to improve and work on the asset management plan over the next few years, reserve targets required will become more accurate, reserve composition will change, and additional funding strategies will be established.

CONTRIBUTIONS TO CAPITAL RESERVES OPERATING BUDGET 2026

District of Parry Sound



Social Services
Administration Board

Operating Budget 2026

Contributions to Capital Reserves

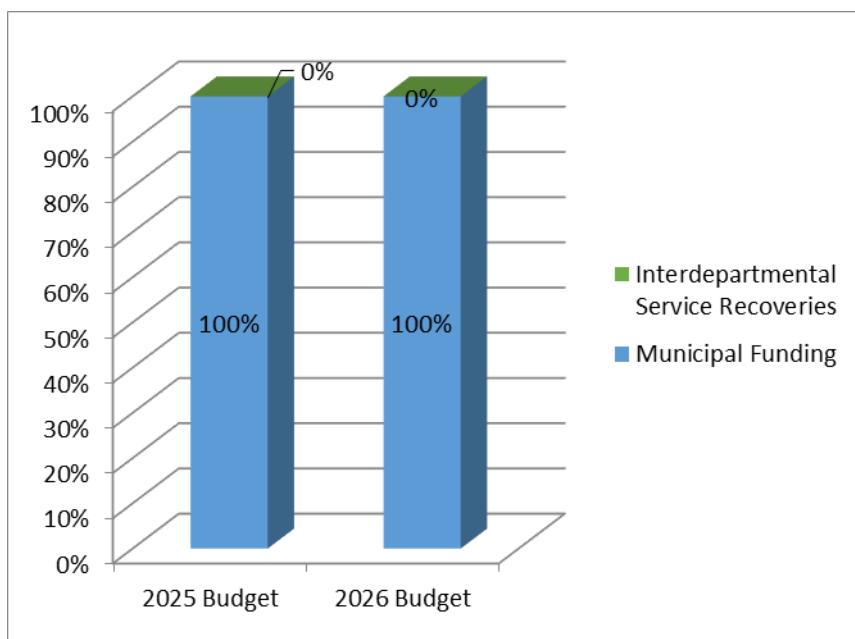
A

B

C

VARIANCES
Increase / (Decrease)

	A 2025 PROJECTIO N	B 2025 BUDGET	C 2026 BUDGET	2025 Projection vs 2025 Budget (B - A)	2026 BUDGET vs 2025 Budget (C - B)
Contributions to Social Housing Capital Fund	735,000	735,000	843,466	-	108,466.00
Contributions to DSSAB Building Capital Fund	500,000	500,000	500,000	-	0
Capital Reserve Contribution Costs	1,235,000	1,235,000	1,343,466	-	108,466
Less: Interdepartmental Overhead Recoveries	-	-	-	-	0
Total Municipal Levy Requirement:	1,235,000	1,235,000	1,343,466	-	108,466
Percentage of Municipal Levy			17.1%	17.4%	
Increase to Municipal Levy				108,466	
Percentage Increase to Municipal Levy				23.1%	



District of Parry Sound



2026 BUDGET

Capital Budget & Reserves

CAPITAL BUDGET AND OPERATING FUNDS OVERVIEW

General Operating Fund

The DSSAB maintains operating funds for cash management purposes. As per the Board's operating reserve policy, operating funds of no greater than three months of annual operating expenses will be maintained by the DSSAB. This equates to \$10,692,133 at the end of 2026.

Our projected level of operating funds on December 31, 2026, is \$3,697,470 or 31 days of annual operating expenses. Coupled with our capital reserves, we believe that we have sufficient funds on hand to meet our current short-term operating requirements.

If capital reserve contributions continue as recommended, we are not recommending an increase to the operating reserves.

DSSAB Facilities Capital Fund:

The DSSAB holds capital funds for the capital repairs of six of its buildings that it owns. These facilities are:

1. South River Building – 16 Toronto Street
 - Programs held: Income Support, Childcare Services, First Steps Early Learning and Childcare Centre, EarlyON Child & Family Centre, Housing Stability program
2. Emsdale - 2500, H 592, Perry Township
 - Programs held: Highlands Early Learning and Childcare Centre
3. Town of Parry Sound Building - 1 Beechwood Drive
 - Programs held: Ontario Works, Social Housing, Childcare Service Management, Esprit Outreach and Corporate Services
4. Town of Parry Sound Building - Waubeek St. and vacant property
 - Programs held: Waubeek Early Learning and Childcare Centre
5. Town of Parry Sound Building - Waubeek St.
 - Landlord to: Clara's Place Preschool
6. Town of Parry Sound Building - 3A Beechwood Dr.
 - Programs held: Esprit Women's Shelter

CAPITAL BUDGET AND OPERATING FUNDS OVERVIEW CONTINUED

Social Housing Capital Fund:

The DSSAB holds capital funds for the 347 social housing units owned and operated within our Housing Operations program. These include the Local Housing Corporation (LHC) housing units as well as the Non-Profit Housing program units that we fund as we are responsible for any of their operating or capital shortfalls.

These units were transferred from the Province to the DSSAB without capital reserves in 2000. At the same time, responsibility for the non-profit housing provider operating agreements was transferred to us. Although these units had reserves, they were minimal, and the buildings were on average 20 years old.

It is recommended to increase contributions to \$843,466 to the social housing capital fund in 2026 to ensure that sufficient capital funds are available to meet the ongoing infrastructure replacement and renewal requirements.

	General Operating Fund	DSSAB Facilitates Capital Fund	Social Housing Capital Fund	Total Operating and Capital Reserves
Balance, Dec 31, 2023	\$3,650,728	\$4,203,537	\$10,195,496	\$18,049,760
Contribution: 2024 Municipal Levy		700,000	735,000	1,435,000
Contribution: 2023 Surplus/Adjustments	46,743			46,743
Contribution: Interest Earned				-
Capital Expenditures in 2024	-	-267,226	-1,803,283	-2,070,509
Non Profit Capital Expenditures in 2024			-49,054	-49,054
Projected Balance, Dec 31, 2024	\$3,697,470	\$4,636,311	\$9,078,158	\$17,411,939
Contribution: 2025 Municipal Levy		500,000	735,000	1,235,000
Contribution: 2024 Surplus/Adjustments				-
Contribution: Interest Earned				-
Capital Expenditures in 2025		-525,500	-2,113,691	-2,639,191
Non Profit Capital Expenditures in 2025				0
Projected Balance, Dec 31, 2025	\$3,697,470	\$4,610,811	\$7,699,467	\$16,007,748
Contribution: 2026 Municipal Levy		500,000	843,466	1,343,466
Contribution: 2025 Surplus/Adjustments				-
Contribution: Interest Earned				-
Capital Expenditures in 2026		-278,800	-1,344,242	-1,623,042
Non Profit Capital Expenditures in 2026				
Projected Balance, Dec 31, 2026	\$3,697,470	\$4,832,011	\$7,198,691	\$15,728,172
Daily operating cash flow requirements	\$ 118,801			
# Days operating funds on hand	31			
Maximum allowable operating fund	\$ 10,692,133			

CAPITAL BUDGET AND RESERVES BUDGET

The 2026 Draft Capital Budget is reflecting 2026 spending of \$1,623,042 of which \$1,439,042 will be funded from capital reserves and \$184,000 from an Ontario Priorities Housing Initiative grant.

2026 Capital Budget

DSSAB Facilities	105,000
LHC Social Housing Buildings	981,742
Remediation Asbestos & Mold	300,000
Appliances (fridges & stoves)	50,000
LHC & DSSAB Vehicles	0
LHC & DSSAB Office Furniture	22,500
Information Technology	163,800
	\$ 1,623,042

As per Service Agreements with Non-Profit Housing Providers, they are eligible for capital funding as needed. This amount is not budgeted for but would come out of the Social Housing Capital Fund. In our OPHI/COCHI Investment plan for 2026 we have amounts allocated to our non-profit providers for repairs in the amount of \$538,905. We do not anticipate other capital expenditures for non-profits.

The chart below and on the next slide illustrates the 2026 capital budget and funding for each asset category as compared with the 2025 capital budget and actuals to date.

2025 AND 2026 CAPITAL EXPENSE AND VARIANCES						2026 FUNDING		
	2025 Actual as of Oct 2025	2025 Budget	VARIANCE	2026 Budget	2026 BUDGET vs. 2025 BUDGET	RESERVE FUNDING	GRANTS	TOTAL 2026 FUNDING
DSSAB BUILDINGS								
Esprit Women's Shelter	\$ -	\$ -	\$ -	\$ 6,250	\$ 6,250	\$ 6,250	\$ -	\$ 6,250
Toronto Ave Admin	\$ 16,167	\$ 25,875	\$ 9,708	\$ 20,000	-\$ 5,875	\$ 20,000	\$ -	\$ 20,000
Beechwood Admin	\$ 186,790	\$ 294,625	\$ 107,835	\$ 76,250	-\$ 218,375	\$ 76,250	\$ -	\$ 76,250
64 & 66 Waubek	\$ 31,246	\$ 145,000	\$ 113,754	\$ -	-\$ 145,000	\$ -	\$ -	\$ -
Highlands Daycare	\$ -	\$ 50,000	\$ 50,000	\$ 2,500	-\$ 47,500	\$ 2,500	\$ -	\$ 2,500
TOTAL DSSAB BUILDING CAPITAL	\$ 234,203	\$ 515,500	\$ 281,297	\$ 105,000	-\$ 410,500	\$ 105,000	\$ -	\$ 105,000
LHC BUILDINGS								
Parry Sound Belvedere	\$ 436,068	\$ 588,750	\$ 152,682	\$ 22,507	-\$ 566,243	\$ 22,507	\$ -	\$ 22,507
Parry Sound 66 Church	\$ -	\$ 227,750	\$ 227,750	\$ 91,000	-\$ 136,750	\$ 91,000	\$ -	\$ 91,000
Parry Sound William & Addie	\$ 32,460	\$ 34,688	\$ 2,228	\$ 84,688	\$ 50,000	\$ 84,688	\$ -	\$ 84,688
Parry Sound Mapleview	\$ 46,131	\$ 177,250	\$ 131,119	\$ 118,500	-\$ 58,750	\$ 118,500	\$ -	\$ 118,500
Parry Sound 118 Church	\$ -	\$ 20,313	\$ 20,313	\$ 16,500	-\$ 3,813	\$ 16,500	\$ -	\$ 16,500
Callendar Main	\$ 28,984	\$ 56,875	\$ 27,891	\$ 70,735	\$ 13,860	\$ 70,735	\$ -	\$ 70,735
Sundridge Main	\$ 2,567	\$ 114,750	\$ 112,183	\$ 35,000	-\$ 79,750	\$ 35,000	\$ -	\$ 35,000
Magnetawan Queen	\$ 10,102	\$ 105,188	\$ 95,086	\$ 58,750	-\$ 46,438	\$ 58,750	\$ -	\$ 58,750
Burks Falls Queen	\$ 59,505	\$ 126,438	\$ 66,933	\$ 26,875	-\$ 99,563	\$ 26,875	\$ -	\$ 26,875
Burks Falls Main	\$ 934	\$ 4,063	\$ 3,129	\$ 27,500	\$ 23,437	\$ 27,500	\$ -	\$ 27,500
Burks Falls Dimsdale	\$ 70,845	\$ 129,313	\$ 58,468	\$ 81,938	-\$ 47,376	\$ 81,938	\$ -	\$ 81,938
Burks Falls Yonge	\$ 35,032	\$ 96,941	\$ 61,909	\$ 45,000	-\$ 51,941	\$ 45,000	\$ -	\$ 45,000
South River Broadway	\$ 2,802	\$ 48,125	\$ 45,323	\$ 37,000	-\$ 11,125	\$ 37,000	\$ -	\$ 37,000
South River Dublin	\$ 5,730	\$ 84,500	\$ 78,770	\$ 215,750	\$ 131,250	\$ 31,750	\$ 184,000	\$ 215,750
South River Roselawn	\$ 11,448	\$ 23,750	\$ 12,302	\$ 50,000	\$ 26,250	\$ 50,000	\$ -	\$ 50,000
Housing Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL LHC BUILDING CAPITAL	\$ 742,606	\$ 1,838,694	\$ 1,096,088	\$ 981,742	-\$ 856,952	\$ 797,742	\$ -	\$ 981,742

CAPITAL BUDGET AND RESERVES BUDGET CONTINUED

As continued from the chart in the previous slide, the chart below illustrates the 2026 capital budget and funding for each remaining asset category as compared with the 2025 capital budget and actuals to date.

2025 AND 2026 CAPITAL EXPENSE AND VARIANCES							2026 FUNDING		
REMEDIATION ASBESTOS & MOLD									
RECURRING		\$ 355,837	\$ 150,000	\$ -205,837	\$ 300,000	\$ 150,000	\$ 300,000	\$ 300,000	
TOTAL REMEDIATION ASBESTOS & MOLD CAPITAL EXPENSE		\$ 355,837	\$ 150,000	\$ -205,837	\$ 300,000	\$ 150,000	\$ 300,000	\$ 300,000	
APPLIANCES									
RECURRING		\$ 35,656	\$ 55,000	\$ 19,344	\$ 50,000	\$ -5,000	\$ 50,000	\$ 50,000	
TOTAL APPLIANCE CAPITAL EXPENSE		\$ 35,656	\$ 55,000	\$ 19,344	\$ 50,000	\$ -5,000	\$ 50,000	\$ 50,000	
LHC VEHICLES		\$ 53,677	\$ 70,000	\$ 16,323	\$ -	\$ -70,000	\$ -	\$ -	
DSSAB VEHICLES		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL VEHICLES CAPITAL EXPENSE		\$ 53,677	\$ 70,000	\$ 16,323	\$ -	\$ -70,000	\$ -	\$ -	
NON PROFIT HOUSING PROVIDERS		\$ 416,021	\$ 500,000	\$ 83,979	\$ -	\$ -500,000	\$ -	\$ -	
TOTAL NON PROFIT HOUSING PROVIDERS		\$ 416,021	\$ 500,000	\$ 83,979	\$ -	\$ -500,000	\$ -	\$ -	
LHC FURNITURE & EQUIPMENT		\$ 3,014	\$ -	\$ -3,014	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	
DSSAB FURNITURE & EQUIPMENT		\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	
TOTAL FURNITURE & EQUIPMENT CAPITAL EXPENSE		\$ 3,014	\$ 10,000	\$ 6,986	\$ 22,500	\$ 12,500	\$ 22,500	\$ 22,500	
INFORMATION TECHNOLOGY		\$ 75,837	\$ 149,800	\$ 73,963	\$ 163,800	\$ 14,000	\$ 163,800	\$ 163,800	
TOTAL INFORMATION TECHNOLOGY CAPITAL EXPENSE		\$ 75,837	\$ 149,800	\$ 73,963	\$ 163,800	\$ 14,000	\$ 163,800	\$ 163,800	
TOTAL CAPITAL EXPENSE		\$ 1,916,851	\$ 3,288,994	\$ 1,372,143	\$ 1,623,042	\$ -1,665,952	\$ 1,439,042	\$ 184,000	\$ 1,623,042

25-YEAR CAPITAL PLAN AND RESERVE FUNDING OVERVIEW

One of our greatest priorities over the years has been to minimize the risk of a potential capital fund deficit for DSSAB, Social Housing and Non-Profit Provider buildings. To minimize this risk, in 2023, the Board approved the capital cost of an external consultant to assess and prepare 25-year building condition assessments (BCAs) on each of the DSSAB, LHC and non-profit housing provider units. The new BCAs will provide us with a guideline for capital replacement planning and capital reserve funding and have been uploaded into the new asset management system in 2024 to form the organization's 25-year capital plan.

The asset management system provides annual reports that reflect the total operating and capital expenses incurred on each asset. This allows Management and the Board to make better decisions regarding the maintenance, replacing and disposing of infrastructure assets in a sustainable manner into the future. We are able to establish a consistent funding approach which minimizes levy variability and formulates funding costs into the future to sustain program operations and infrastructure.

As shown in chart on the next slide, the DSSAB's 25-year capital plan, total estimated cost is \$35,698,187. The capital plan is forecasted for the budget years, 2024-2048, and has mainly been based on the 25-year Building Condition Assessments that were completed in 2023 and other historical capital spending. The capital plan is a live document, and changes to the plan can occur each year from internal and external factors including service levels, economic conditions, environmental impacts, legislative changes and technological advancements.

The 25-year capital plan includes average annual spending of \$1,427,927, with funding derived from grants (5.2%) and capital reserves (94.8%) and therefore it is critical to continue to contribute to capital reserves at amounts recommended in the budget each year to fund the plan's annual expenditures.

If average capital spending and contributions to reserves remain consistent each year as shown in the 25-year capital plan, it is anticipated that reserve levels will remain at a healthy level to fund future infrastructure needs.

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SCHEDULE OF 25-YEAR CAPITAL PLAN AND RESERVES

The 2025-Year Capital Plan is reflecting total spending for the years 2024-2048 of \$35,698,187 of which \$33,852,142 will be funded from capital reserves and \$1,846,045 from a Canada Mortgage Housing (CMHC) capital grant.

25-Year Capital Plan

DSSAB Facilities	3,544,281
LHC Social Housing Buildings	14,019,023
Remediation Asbestos & Mold	2,400,000
Appliances (fridges & stoves)	2,160,000
LHC & DSSAB Vehicles	871,783
Non-Profit Housing Providers	12,000,000
LHC & DSSAB Office Furniture	194,000
Information Technology	509,100
	<u>\$ 35,698,187</u>

The chart below and on the next slide illustrates the 25-Year capital plan and funding for each asset category.

TOTAL 25-YEAR CAPITAL EXPENSE		TOTAL 25-YEAR FUNDING		
DSSAB BUILDINGS	TOTAL 25 YEARS	RESERVE FUNDING	GRANTS	TOTAL 25-YEAR FUNDING
Esprit Women's Shelter	408,250	408,250	-	408,250
Toronto Ave Admin	643,375	643,375	-	643,375
Beechwood Admin	1,375,375	1,375,375	-	1,375,375
64 & 66 Waubek	622,688	622,688	-	622,688
Highlands Daycare	227,969	227,969	-	227,969
TOTAL DSSAB BUILDING CAPITAL	3,277,656	3,277,656	-	3,277,656
LHC BUILDINGS				
Parry Sound Belvedere	4,699,650	2,853,605	1,846,045	4,699,650
Parry Sound 66 Church	668,713	668,713	-	668,713
Parry Sound William & Addie	990,063	990,063	-	990,063
Parry Sound Maplevue	1,614,750	1,614,750	-	1,614,750
PS 118 Church	266,625	266,625	-	266,625
Callendar Main	774,250	774,250	-	774,250
Sundridge Main	533,875	533,875	-	533,875
Magnetawan Queen	975,688	975,688	-	975,688

SCHEDULE OF 25-YEAR CAPITAL PLAN AND RESERVES CONTINUED

TOTAL 25-YEAR CAPITAL EXPENSE		TOTAL 25-YEAR FUNDING		
	TOTAL 25 YEARS	RESERVE FUNDING	GRANTS	TOTAL 25-YEAR FUNDING
Burks Falls Queen	310,125	310,125	-	310,125
Burks Falls Main	454,000	454,000	-	454,000
Burks Falls Dimsdale	400,750	400,750	-	400,750
Burks Falls Yonge	695,910	695,910	-	695,910
South River Broadway	478,125	478,125	-	478,125
South River Dublin	946,700	946,700	-	946,700
South River Roselawn	476,425	476,425	-	476,425
TOTAL LHC BUILDING CAPITAL	14,285,648	12,439,603	1,846,045	14,285,648
NON PROFIT HOUSING PROVIDERS				
RECURRING	12,000,000	12,000,000		12,000,000
TOTAL NON PROFIT HOUSING PROVIDERS EXPENSE	12,000,000	12,000,000	-	12,000,000
REMEDIATION ASBESTOS & MOLD				
RECURRING	2,400,000	2,400,000		2,400,000
TOTAL REMEDIATION CAPITAL EXPENSE	2,400,000	2,400,000	-	2,400,000
APPLIANCES				
RECURRING	2,160,000	2,160,000		2,160,000
TOTAL APPLIANCE CAPITAL EXPENSE	2,160,000	2,160,000	-	2,160,000
LHC VEHICLES	543,679	543,679	-	543,679
DSSAB VEHICLES	328,105	328,105	-	328,105
TOTAL VEHICLES CAPITAL EXPENSE	871,783	871,783	-	871,783
INFORMATION TECHNOLOGY	509,100	509,100		509,100
TOTAL INFORMATION TECHNOLOGY CAPITAL EXPENSE	509,100	509,100	-	509,100
LHC FURNITURE & EQUIPMENT	-	-	-	-
DSSAB FURNITURE & EQUIPMENT	194,000	194,000	-	194,000
TOTAL FURNITURE & EQUIPMENT CAPITAL EXPENSE	194,000	194,000	-	194,000
TOTAL ESTIMATED CAPITAL EXPENSE	\$ 35,698,187	\$ 33,852,142	\$ 1,846,045	\$ 35,698,187
2023 CMHC GRANT FUNDING		-1,846,045		
REMAINING EXPENSE TO FUND BY RESERVES		33,852,142		
OPENING RESERVE BALANCE JAN 1/2024		14,377,211		
ESTIMATED RESERVE FUNDING		-33,852,142		
ESTIMATED RESERVE CONTRIBUTIONS		37,971,671		
ESTIMATED RESERVE BALANCE SURPLUS/(DEFICIT)	\$ 18,496,739			

Ministry of the
Attorney General

Office of the Assistant Deputy
Attorney General

Policy Division

McMurtry-Scott Building
720 Bay Street, 3rd Floor
Toronto ON M7A 2S9

Ministère du
Procureur général

Bureau du sous-procureur
général adjoint

Division des politiques

Édifice McMurtry-Scott
720, rue Bay, 3^{ème} étage
Toronto ON M7A 2S9

Ontario 

MEMORANDUM TO: Heads of Council - Ontario Municipalities

DATE: January 13, 2026

FROM: Tom McKinlay,
Assistant Deputy Attorney General

RE: Updates to “Tailgate Event” Permits under the *Liquor Licence and Control Act, 2019*

Effective April 30, 2026, [amendments to O. Reg. 747/21](#) under the *Liquor Licence and Control Act, 2019* (LLCA) will expand eligibility for tailgate event permits to include events that have been municipally-designated as cultural or community events.

“Tailgate events” will also be renamed “bring-your-own events”. Tailgate events held in connection with and in proximity to professional, semi-professional or post-secondary sporting events will continue to be eligible events under the bring-your-own permit. All bring-your-own permit events are to remain public outdoor events.

As of April 30, 2026, organizations and individuals will be able to apply to the Alcohol and Gaming Commission of Ontario (AGCO), which administers and regulates liquor licences and permits in the province, for permits to host “bring-your-own events”.

The bring-your-own permit is for outdoor public events and can be either “Sale” or “No-Sale” depending on whether alcohol will be sold and served or just served at the event. Attendees aged 19 or older are allowed to bring and consume their own alcohol at all bring-your-own events.

This initiative is intended to benefit businesses, organizations, and local tourism by making public events more accessible and encouraging greater community participation. These amendments support Ontario’s ongoing efforts to modernize the legislative and regulatory framework for alcohol, promoting safe and socially responsible recreational opportunities.

As municipalities are best positioned to understand local needs and determine how to classify community or cultural events, applicants for a bring-your-own event permit for a cultural or community event must obtain a letter or resolution from the municipality in which the event will take place designating the event as a “cultural, or community event” before [submitting their application to the AGCO](#).

Examples of outdoor community or cultural events may include, but are not limited to:

- outdoor movie screenings,
- street markets,
- arts and crafts shows,
- free outdoor concerts,
- fairs,
- neighbourhood sports tournaments,
- public performances (i.e. theatre),
- farmers markets, and
- international or religious festivals.

If a municipality does not designate an event as a community or cultural event, the AGCO cannot issue a bring-your-own event permit. The designation of an event as “community” or “cultural” is at the municipality’s discretion, there is no obligation to make such a designation.

Consistent with other types of outdoor events, event organizers must also provide written notice 30 days before the event to the municipal clerk’s department, and police, fire and public health departments when expecting fewer than 5,000 people per day and 60 days prior to the event if expecting more than 5,000 people.

Events held on municipal property (e.g., city parks) remain subject to applicable municipal approvals and alcohol policies, these changes are not intended to alter those requirements.

The AGCO will continue to ensure compliance with the LLCA, its regulations, and the AGCO Registrar’s Standards.

If you have any questions about these regulatory changes please contact Wendy Chen, Director, Agency and Tribunal Relations Branch at Wendy.Chen@ontario.ca. If you have any questions about AGCO permits and the application process, please contact Ruxandra Ilicea, Senior Eligibility Officer at Ruxandra.Ilicea@agco.ca.

Yours truly,



Tom McKinlay
Assistant Deputy Attorney General

c.c. Wendy Chen, Director, Agency and Tribunal Relations Branch
Ben Valido, Chief Strategy Officer
Ruxandra Ilicea, Senior Eligibility Officer

AMO Policy Update – Conservation Authority Transformation Advocacy, Bill 75 Submission

Top Insights

- AMO and Conservation Ontario recommend using an implementation working group (including municipal representatives) to ensure changes to the conservation authority model do not lose what makes them effective: local expertise, strong relationships, and municipal oversight.
- AMO also recommends the province restore 50-50 municipal-provincial funding partnership for conservation authorities and commit to a clear transition plan to maintain long-term stability.
- AMO submitted comments to the Ontario Regulatory Registry on proposed regulatory amendments to police records checks.

Conservation Authority Transformation

AMO and Conservation Ontario (CO) have jointly written a [letter](#) to Minister McCarthy providing feedback on the proposed consolidation of Ontario's Conservation Authorities (CA). AMO is seeking a meeting with Minister McCarthy to highlight municipal concerns, and will continue to engage with the Ministry to support improvements to the Conservation Authority model.

Complimenting [AMO's separate ERO submission](#), this letter reiterates that AMO and CO support the province's goals to accelerate local approvals, while emphasising that local partnership is key to a successful transformation of the CA model. If consolidation results in regional structures that cover too large a geographic area, communities risk losing what makes CAs effective: local expertise, effective municipal oversight, and strong local relationships.

The letter makes four recommendations to the Province:

1. Work together with an implementation working group (including AMO, CO and select CAs, municipalities, developers, and Indigenous representatives) to jointly develop practical solutions considering:
 - a. Standardized approvals, faster permitting and 'back office' efficiencies
 - b. Funding and governance models
 - c. Transition planning
2. Commit to a clear implementation timeline and transition plan supported by the implementation working group.
3. Share comprehensive financial, operational, and governance impact analysis to support evidence-based decision-making.
4. Restore a 50-50 municipal-provincial funding partnership for CAs, reflecting expanded Provincial role in CA operations while ensuring affordability and long-term stability.

Bill 75 Submission on Police Record Checks

AMO has submitted [comments](#) to the Ontario Regulatory Registry related to [Bill 75, Keeping Criminals Behind Bars Act, 2025](#). Ontario municipalities, and particularly rural and northern communities that rely on the OPP for policing services have faced significant operational challenges due to delays in the processing of police record checks, especially vulnerable record checks.

Municipalities understand the importance of having an efficient and effective police records check process. AMO and its members would welcome standards that improve timeframes and processing times for vulnerable record checks in order to ensure municipalities can hire and onboard critical service providers and staff in a timely and efficient manner.

An online version of this Policy Update is also available on the [AMO Website](#).



January 08, 2026

In This Issue:

- Now Hiring: 2026 AMO Policy Intern!
- Last chance to submit your municipal Impact Stories!
- Register for the ROMA Conference now to save time and money.
- New year, new skills: Crisis Communications and Navigating Conflict Relationships.
- Lead Where You Live - A Guide to Running for Municipal Council.
- More Dates! Free workshop series for those seeking re-election & first-time candidates.
- Free Workshop: Everything You Need to Know as an Underrepresented Candidate.
- Blog: Risk Management Trends to Follow in 2026.
- Freedom of Information and Privacy Program Management.
- Sewer & Water Line protection for local homeowners.
- Invitation to participate: Public Service Motivation Study.
- Municipal Student Survey.
- Careers.

AMO Matters

AMO is seeking our 2026 Policy Intern to support AMO's policy development, advocacy and strategic initiatives activities. If you want to provide leadership influencing public policy to advance municipal goals and priorities. Share with your networks, [applications close January 16th, 2026](#).

AMO is developing a public affairs campaign to showcase the people and impact behind municipal work across Ontario – and we want to feature your career profile. From frontline roles to leadership, we want to show what it takes, and who it is, that keeps municipalities running. If you're interested in getting involved or learning more, visit the [Impact Story Submission Guide](#) or email workforce@amo.on.ca.

Education Opportunities

The ROMA 2026 Conference is the perfect way for Ontario's rural leaders to start the year and to join your colleagues for key education and advocacy opportunities. [Register](#) by 4:00PM EST Monday, January 12 to access regular registration rates and save yourself time on-site.

To be more confident in times of crisis and feel comfortable managing local, national, digital and social media to get your message heard, this one's for you. Join this 2 half-day course to learn how to manage all aspects of crisis communications during an emergency. [Register here to save your spot](#).

Gain skills in building collaborative relationships and negotiating difficult ones. This 2 part, interactive workshop will explore the constructs, traps and pitfalls of conflict relationships, and how to approach, plan and execute relationships successfully. [Register here to save your spot.](#)

The [Lead Where You Live Resource](#) provides key information for anyone running in the 2026 municipal election. This guide will introduce you to some of the key steps in that process. It will also give you a sense of what life is like as an elected member of a municipal council.

If you missed AMO's *Healthy Democracy Leadership Series: Stronger Leaders, Stronger Communities* workshop registration, we are offering more dates to register. It's designed to equip you with the tools, resilience, and confidence to meet the challenges of the political landscape head-on. It's offered at no charge in two streams: first time candidates, and those considering re-election in 2026. [Full details and registration information here.](#)

AMO's [Running for Municipal Office - Everything You Need to Know as an Underrepresented Candidate](#) 90 minute free workshop provides useful insights and strategies to support you in getting your name on the ballot. While this workshop focuses on individuals from underrepresented communities, all are welcome to participate.

LAS

Economic uncertainty, accelerating climate impacts, and the rapid evolution of technology are reshaping how organizations prepare for and respond to risk. Read what trends to follow in 2026 in our [latest blog by ClearRisk](#).

The [LAS FOI and PIA service](#) offered through Vayle will help fulfill FOI requests by ensuring all requirements are covered as mandated by legislation and directives; and help guide your workflow through intake to approval.

The LAS endorsed Sewer & Water Line Warranty service, offered through SLWC, helps residential property owners avoid expensive repair costs for clogs, leaks, and breaks to the water and sewer lines running from their home to the municipal connection. [Learn how your municipality can offer this](#) optional service to your residents.

Municipal Wire*

Dr. Dominika Wranik, Professor and Associate Dean (Research) in the Faculty of Management at Dalhousie University is conducting a 15–20 minute anonymous survey of Canadian public servants examining workplace experiences, motivation, and wellbeing during times of change. Participants may enter a \$300 prize draw. [Click here to take the survey](#).

AMO is partnering with the University of Waterloo's Work-Learn Institute to better understand how municipalities can more effectively attract and retain the next generation. If you've supervised a student – or know someone who has – please forward them this short, [anonymous survey](#) to share their experiences. If you have any questions, please contact WGardiner@amo.on.ca.

Careers

[Asset Management Analyst - City of Belleville](#). Closing Date: January 9, 2025.

[Chief Administrative Officer \(CAO\) - Municipality of Kincardine](#). Closing Date: January 17, 2025.

[Manager, Homelessness Services - County of Simcoe](#). Closing Date: January 19, 2026.

[Director, Community Partnerships, Policy and Business Intelligence - County of Simcoe](#). Closing Date: January 23, 2026.

[Legal and Real Estate Coordinator - King Township](#). Closing Date: January 22, 2026.

[Policy Coordinator - King Township](#). Closing Date: January 23, 2026.

[Procurement Specialist - King Township](#). Closing Date: January 19, 2026.

[Human Resources Assistant - King Township](#). Closing Date: January 23, 2026.

About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](#) on Twitter!

AMO Contacts

[AMO Watchfile](#) Tel: 416.971.9856

[Conferences/Events](#)

[Policy and Funding Programs](#)

[LAS Local Authority Services](#)

[MEPCO Municipal Employer Pension Centre of Ontario](#)

[ONE Investment](#)

[Media Inquiries](#)

[Municipal Wire, Career/Employment and Council Resolution Distributions](#)





January 15, 2026

In This Issue:

- Meet AMO's 2026 Youth Fellows.
- Last chance to submit your municipal *Impact Stories*!
- Municipal Information & Data Analysis System (MIDAS) - Important Notice.
- AMO Regional and Single-Tier Caucus Virtual Meet-Up: 2026.
- Missed ROMA Conference registration? Register on-site starting January 18.
- New year, new skills: Crisis Communications and Navigating Conflict Relationships.
- Lead Where You Live - A Guide to Running for Municipal Council.
- More Dates! Free workshop series for those seeking re-election & first-time candidates.
- Free Workshop: Everything You Need to Know as an Underrepresented Candidate.
- Review your Group Health Benefits with the New Year.
- It's 2026! Time to post your Notice of Participation.
- Applications are open: AMCTO-Mitacs MIIP.
- OPPI Employer Readiness Workshop.
- Municipal Student Survey.
- IESO Webinar on Long Lead Time (LLT) Procurement.
- Upcoming Webinar: Low-Carbon Energy Framework.
- Careers.

AMO Matters

Join AMO in welcoming our [2026 AMO Youth Fellows](#) Rebecca Bekele, Akbar Imran, and Allan Buri. AMO's Youth Fellowship Program provides three young people from across the province the opportunity to learn how AMO supports Ontario's 444 municipalities.

AMO is developing a public affairs campaign to showcase the people and impact behind municipal work across Ontario – and we want to feature your career profile. From frontline roles to leadership, we want to show what it takes, and who it is, that keeps municipalities running. If you are interested in participating, this is the last call to complete the [Impact Story Submission Guide](#) and email your submission to workforce@amo.on.ca.

The MMAH FIR system and all associated applications - reporting etc. including the MIDAS data feeds, will be down for a necessary system upgrade beginning on January 30, 2026. The maximum outage period is January 30, to March 1, 2026, inclusive. [MIDAS](#) will be operational, however no new FIR data will be uploaded during this time.

AMO's Regional and Single Tier Caucus Chair, City of Ottawa Councillor Riley Brockington, is pleased to invite you to this year's Single-Tier Caucus Virtual Meet-Up meet. Scheduled for Monday, February 23 from 10am-12noon, this year's event features insights into AMO government relations and advocacy priorities and conversation with Caucus Chair Riley Brockington and AMO Executive Director, Lindsay Jones. This is an important event to gain insight and share your thoughts. Register

[here](#).

Education Opportunities

You can still join rural municipal colleagues and provincial leaders at the ROMA 2026 conference. On-site registration opens Sunday, January 18 at 8:00am. Get there early to access a [full day of Sunday programming](#) starting at 8:30am.

To be more confident in times of crisis and feel comfortable managing local, national, digital and social media to get your message heard, this one's for you. Join this 2 half-day course to learn how to manage all aspects of crisis communications during an emergency. [Register here to save your spot](#).

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LAS

The [LAS Group Benefits program](#) offered by Mosey & Mosey helps reduce your employee group benefit costs. The plan offerings are customizable to your municipality's needs. For more information, you can visit their booth at the ROMA Conference this Sunday and Monday.

It's that time of year again – ensure you comply with the [Canadian Free Trade Agreement](#). If your municipality plans on using one or more LAS [programs and services](#) this year, be sure to post your [Notice of Participation](#) on your procurement website.

Municipal Wire*

Applications are now open for the next intake of the AMCTO-Mitacs Municipal Innovation Internship Program. This program offers municipalities a cost-effective way to identify, advance, and address innovation or research challenges by partnering with a post-secondary student interested in a career in local government. To learn more or to submit an application, [Click Here](#).

OPPI is opening registration for a free in-person workshop that gives employers and managers practical tools to support newly hired planners. The course includes an Employer Handbook

(supported by AMO) on management practices that promote inclusion, retention, and long-term success. [Register Here!](#)

AMO is partnering with the University of Waterloo's Work-Learn Institute to better understand how municipalities can more effectively attract and retain the next generation. If you've supervised a student – or know someone who has – please forward them this short, [anonymous survey](#) to share their experiences. If you have any questions, please contact WGardiner@amo.on.ca.

The IESO is [hosting a webinar](#) on January 29 to discuss the design of the upcoming LLT procurement including community engagement requirements, and timelines for municipal support confirmations. You can also register for a [municipal breakout session](#) following the main session.

Pollution Probe and QUEST Canada are hosting a webinar on January 27 at 11:00 to explore a new framework for benefiting from low-carbon energy innovation in Ontario rural, remote and Indigenous communities. Register [here](#).

Careers

[Manager, Regional and Community Engagement - IESO](#). Closing Date: January 27, 2026.

[Chief Administrative Officer - Municipality of Shuniah](#). Closing Date: January 23, 2026.

[Manager By-law Enforcement - Town of Parry Sound](#). Closing Date: February 2, 2026.

[Director of Finance and Administration - Manitoulin Sudbury District Services Board](#). Closing Date: January 21, 2026.

[Executive Assistant, Public Works and Environmental Services - City of Quinte West](#). Closing Date: February 3, 2026.

About AMO

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[ONE Investment](#)

[Media Inquiries](#)

[Municipal Wire, Career/Employment and Council Resolution Distributions](#)

Ministry of Agriculture,
Food and Agribusiness

Office of the Minister

77 Grenville Street, 11th Floor
Toronto, Ontario M7A 1B3
Tel: 416-326-3074

Ministère de l'Agriculture,
de l'Alimentation et de l'Agroentreprise

Bureau du ministre

77, rue Grenville, 11^e étage
Toronto (Ontario) M7A 1B3
Tél. : 416 326-3074



January 12, 2026

Karlee Britton
Clerk/Administrator
Township of McKellar
deputyclerk@mckellar.ca

Dear Karlee Britton:

I am pleased to announce that the 2026 Agricultural Impact Assessment (AIA) Guidance Document is now available on Ontario.ca as [Publication 861: Agricultural Impact Assessment \(AIA\) Guidance Document](#) and the [Environmental Registry of Ontario](#). This updated guidance reflects stakeholder input and recent provincial policy changes, and is intended to support municipalities, consultants and interested parties in meeting the agriculture impact assessment requirements of the Provincial Planning Statement, 2024.

Agricultural impact assessments are an important tool for identifying and addressing the potential impacts of non-agricultural development on the agricultural system, promoting compatibility between agricultural and non-agricultural land uses, and supporting thoughtful land use planning and the long-term viability of Ontario's agricultural sector.

Ontario farms contribute significantly to local economies while supporting access to high-quality food both domestically and globally. The agri-food sector employs over 836,000 people and contributed \$48.8 billion to our provincial economy. Our government is committed to supporting the growth of the agriculture and food industry, which is why we released [Grow Ontario: a provincial agri-food strategy](#) to strengthen the agri-food sector, support economic growth, and ensure an efficient, reliable and responsive food supply for Ontarians.

I want to take this opportunity to thank you for your ongoing commitment to supporting the long-term viability of agriculture alongside planning for growth in Ontario. Should you have any questions about the Agricultural Impact Assessment guidance, please contact OMAFA staff at: www.ontario.ca/page/agricultural-land-use-planning-staff.

Sincerely,

A handwritten signature in blue ink, appearing to read "Trevor Jones".

Trevor Jones
Minister of Agriculture, Food and Agribusiness



Foodland
ONTARIO

ONTARIO
Terre nourricière

Good things grow in Ontario
À bonne terre, bons produits

Ministry Headquarters: 1 Stone Road West, Guelph, Ontario N1G 4Y2
Bureau principal du ministère: 1, rue Stone ouest, Guelph (Ontario) N1G 4Y2

Le 12 janvier 2026

Bonjour,

J'ai le plaisir d'annoncer que le Document d'orientation sur l'évaluation des répercussions sur l'agriculture (ERA) est désormais accessible sur [Ontario.ca](https://ontario.ca) et [le Registre environnemental de l'Ontario](#). Ce document d'orientation actualisé reflète les observations des intervenants ainsi que les changements intervenus récemment dans la politique provinciale. Il vise à appuyer les municipalités, les experts-conseils et les parties intéressées à respecter les exigences d'évaluation des répercussions sur l'agriculture de la Déclaration provinciale sur la planification, 2024.

Les évaluations des répercussions sur l'agriculture sont un outil important pour circonscrire et régler les potentielles répercussions d'un aménagement non agricole sur le système agricole, promouvant la compatibilité entre les utilisations des terres à des fins agricoles et non agricoles, et favorisant la planification réfléchie du territoire et la viabilité à long terme du secteur agricole ontarien.

Les exploitations agricoles de l'Ontario contribuent de façon importante aux économies locales tout en favorisant l'accès à des aliments de qualité supérieure tant à l'échelle nationale qu'à l'échelle mondiale. Le secteur agroalimentaire emploie plus de 836 000 personnes et a contribué à hauteur de 48,8 milliards de dollars à notre économie provinciale. Notre gouvernement est déterminé à soutenir la croissance de l'industrie agricole et alimentaire, raison pour laquelle nous avons publié la [stratégie Cultiver l'Ontario : une stratégie provinciale pour le secteur agroalimentaire](#), afin de renforcer le secteur agroalimentaire, de favoriser la croissance économique et de garantir un approvisionnement alimentaire efficace, fiable et réactif pour la population ontarienne.

Je tiens à profiter de cette occasion pour vous remercier de votre engagement continu à soutenir la viabilité à long terme de l'agriculture parallèlement à la planification de la croissance en Ontario. Si vous avez des questions concernant le Document d'orientation sur l'évaluation des répercussions sur l'agriculture, je vous invite à communiquer avec le personnel du MAAAO : <https://www.ontario.ca/fr/page/personnel-de-lunite-de-la-planification-de-lutilisation-des-terres-agricoles>.

Je vous prie d'agrérer nos salutations distinguées.

Le ministre de l'Agriculture, de l'Alimentation et de l'Agroentreprise,



Trevor Jones

Did you know about the Farmers' Wellness Initiative?

- Your mental health is important! If you're a farmer or a member of a farm family and in need of mental health support, please call 1-866-267-6255 and arrange to speak with a professional today.
- For additional resources visit: <https://farmerwellnessinitiative.ca/>.

FOR IMMEDIATE RELEASE

January 13, 2026

Homelessness Crisis Accelerating in Northern Ontario, FONOM Urges Provincial Action on Mental Health and Addictions

January 13, 2025 — East Ferris

The Federation of Northern Ontario Municipalities (FONOM) is raising renewed concern after new provincial data show homelessness is growing fastest—and most severely—in Northern Ontario, outpacing the capacity of local systems and communities to respond.

New figures released today by the Association of Municipalities of Ontario (AMO) show that **more than 85,000 Ontarians experienced homelessness in 2025**, an increase of 8 per cent from the previous year and nearly 50 per cent higher than in 2021. Alarmingly, homelessness grew by **more than 37 per cent in Northern Ontario in just one year**, compared to 7.8 per cent provincially.

Updated analysis from the Northern Ontario Service Deliverers Association (NOSDA) confirms that Northern Ontario — home to just five per cent of Ontario’s population — now accounts for **nearly ten per cent of all known homelessness in the province**, with the number of people experiencing homelessness rising from **5,930 to 8,142 between 2024 and 2025**.

“This data confirms what Northern communities have been living with every day,” said **Dave Plourde, President of FONOM**. “Homelessness in the north is accelerating faster than our housing supply, health systems, and community supports can keep up with. Municipalities are doing everything they can, but the scale of the crisis now demands decisive leadership and coordinated action from the Province.”

FONOM notes that homelessness in Northern Ontario is increasingly driven by **untreated mental illness and addiction**, particularly substance use disorders involving methamphetamine and opioids. These realities are placing enormous strain on emergency rooms, police services, shelters, and municipal budgets, especially in small, rural, and remote communities with limited service capacity.

“Temporary enforcement measures alone will not solve this crisis,” Plourde added. “Northern municipalities are asking for legislative tools that prioritize safety, health, and dignity, for individuals in crisis and for the broader community.”

FONOM Reiterates Call for Targeted Legislative Reform

In light of the worsening data, FONOM is once again calling on the Province of Ontario to work with municipal partners to:

- **Amend the Mental Health Act** to better reflect modern understandings of addiction as a substance use disorder; and

- **Review the Controlled Drugs and Substances Act**, in collaboration with the federal government, to allow for **temporary, health-focused detention — without charge — of individuals found acutely intoxicated by drugs or other substances**, where necessary for their own safety or that of the community.

“This is about compassionate, temporary intervention — not criminalization,” said Plourde. “Frontline police, paramedics, and hospitals are cycling the same individuals through emergency systems with no ability to stabilize them or connect them to care. Northern communities need tools that reflect today’s realities.”

Housing Pressures and Economic Impacts Continue to Mount

NOSDA’s updated report also highlights a sharp rise in housing pressures across Northern Ontario, with **community housing waitlists increasing by more than 50 per cent since 2021**, and Indigenous people now representing **over 40 per cent of those experiencing homelessness in the region**.

Beyond the human cost, homelessness is increasingly undermining local economies, making it harder for northern communities to attract workers, retain businesses, and invest in long-term growth.

“Homelessness is no longer just a social issue; it is an economic and community sustainability issue for Northern Ontario,” Plourde said. “Without sustained, housing-led and prevention-focused investment, the cost of inaction will continue to rise for everyone.”

FONOM supports AMO’s call for long-term provincial and federal investment in deeply affordable and supportive housing, mental health and addictions services, and income supports, and stresses that **municipal property taxes are not a sustainable funding source** for addressing a crisis of this magnitude.

“Northern municipalities are at the breaking point,” Plourde concluded. “We are ready to work with the Province and the federal government on real, practical solutions — but the status quo is no longer acceptable.”

About FONOM

The Federation of Northern Ontario Municipalities represents 110 municipal governments across Northern Ontario. FONOM advocates on behalf of its members to advance policies that support economic development, infrastructure investment, and sustainable communities throughout the region.

Media Contact

Dave Plourde, President,
Federation of Northern Ontario Municipalities
705-335-1615 | fonom.info@gmail.com



**The Corporation of The Township of The Archipelago
Council Meeting**

Agenda Number: 15.1.

Resolution Number 2026-05

Title: Opposition of Bill C-15, including the potential end of reduced postage rates for libraries

Date: Friday, January 16, 2026

Moved by: Councillor Lundy

Seconded by: Councillor Emery

WHEREAS the Township of The Archipelago is a partner municipality of the Parry Sound Public Library; and

WHEREAS the Government of Canada has introduced new legislation through Bill C-15 that threatens interlibrary loans by repealing Paragraphs 19(1)(d) to (g.1) of the Canada Post Corporations Act that currently provides a reduced rate of postage rate for library materials, including those shared through interlibrary loans; and

WHEREAS interlibrary loans are a critical component of library services in Canada and rely on the reduced postage provisions of the Canada Post Corporation Act to ensure equitable access to materials for millions of library users; and

WHEREAS the proposed amendments would allow Canada Post to increase postage rates for library materials without parliamentary or governmental oversight, placing significant financial pressure on library systems and threatening the continued delivery of this essential service that supports access, equity, and literacy.

NOW THEREFORE BE IT RESOLVED that the Township of The Archipelago hereby requests that the Government of Canada withdraw the proposed amendments to the *Canada Post Corporation Act* contained in Bill C-15 that would eliminate reduced postage rates for library materials; and

FURTHER IT BE RESOLVED a copy of this resolution be forwarded to the Minister of Government Transformation, Public Works and Procurement, Honourable Joel Lightbound, Parry Sound-Muskoka

MP, Scott Aitchison, and the Parry Sound Public Library and its partner municipalities.

Carried



**The Corporation of The Township of The Archipelago
Council Meeting**

Agenda Number: 15.8.

Resolution Number 2026-12

Title: Request for the Replacement of Tennis Courts at the Parry Sound JK-Grade 12 School

Date: Friday, January 16, 2026

Moved by: Councillor Manners

Seconded by: Councillor Frost

NOW THEREFORE IT BE RESOLVED that the Council for Township of The Archipelago supports the attached resolution from the Town of Parry Sound, requesting that the Near North District School Board replace the three tennis courts on the Parry Sound JK-Grade 12 school property; and

FURTHER BE IT RESOLVED that this resolution be forwarded to the Minister of Education, MPP Graydon Smith, Parents for Parry Sound, Community Schools Alliance, West Parry Sound Municipalities and First Nations in West Parry Sound.

Carried



Chief Administrative Officer's Report

January 2026

Mission Statement

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

‘Everyday Impact’

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

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

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

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



Esprit ‘Sponsor a Family’ Holiday Campaign

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

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

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

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



Human Resources - Quarterly update (Dec 2025)

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

Recruitment & Staffing

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

Pension & Benefits

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

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

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

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

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

Performance & Development

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

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

Human Resources

Performance & Development, continued:

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

Labour Relations

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

WSIB Rebate Program

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

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

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

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

Acknowledgment

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

Licensed Child Care Programs

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

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

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

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

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

School Age Programs—Nov 2025

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



Inclusion Support Services - Nov 2025

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

EarlyON Child and Family Programs— Nov 2025
EarlyON Child and Family Centre
Reporting Month: November 2025

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

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

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

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

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

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

The District of Parry Sound Child Care Application Portal was launched on July 24, 2024. Since implementation, operators and child care service management staff have been working to "clean" the Application Portal by removing duplicates, training staff and assisting families with updating their profiles.

Data for November 2025

Number of Unique Children on the Application Portal

786

Children who Identify as Indigenous

83

Children Identifying Francophone Relatives

50

Prenatal Children

51

Unique Children - includes children waiting for care and those who are placed in care but have applied to other child care centres/programs. (ie: currently in an infant space and have also applied for JK/SK after school program) - Or - includes all children who have completed an application for child care

Unique Children Waiting for Care

415

Waiting for Care - This number represents the unique children who are currently applied for care. This includes children who may already be placed in a program and have applied to another. This also includes the number of children pre-registered for future care.

Year, Month

Multiple selections

Month

November

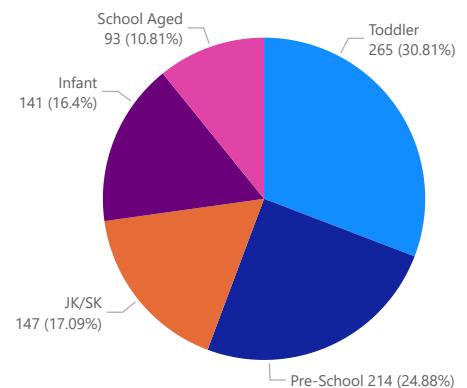
Additions to Application Portal

31

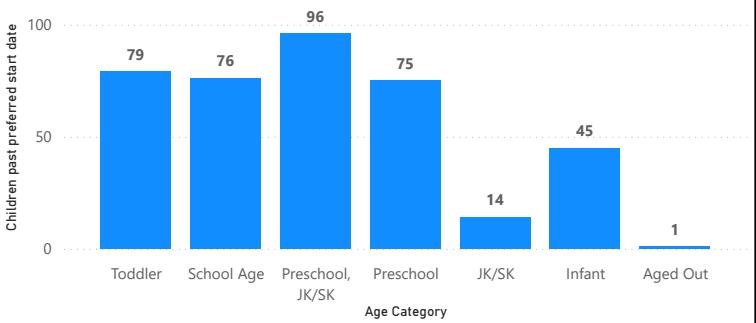
Total Number of Children past preferred start date (Unique)

392

Waitlist by Age Category

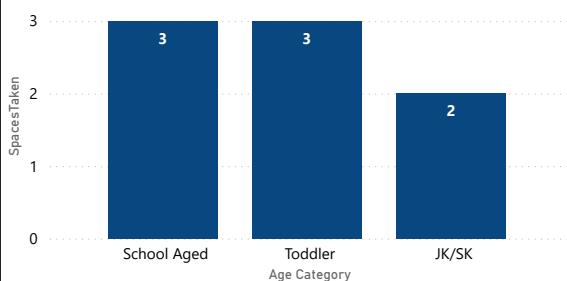


Number of Children past their preferred start date by age

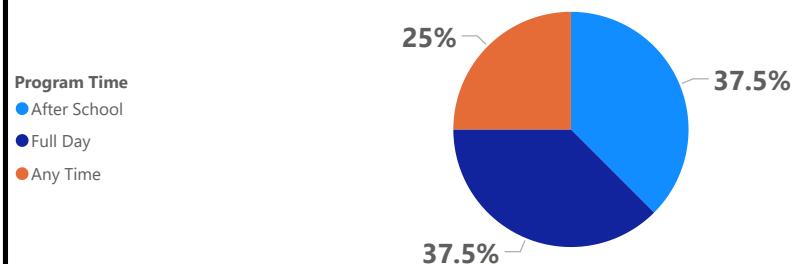


Year: 2025 Month: November

Spaces Filled by Age Category



Spaces Filled by Program Time



Children Placed

Spaces Filled

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.

Expectation of Future Care

Number of children with a preferred start date within 1 month, 2-6 months, 6 months to a year, or more than a year.



Funding Sources for District Wide Childcare Spaces - NOV 2025

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

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

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

Quality Assurance—Child Care Service Management—Quarterly Update

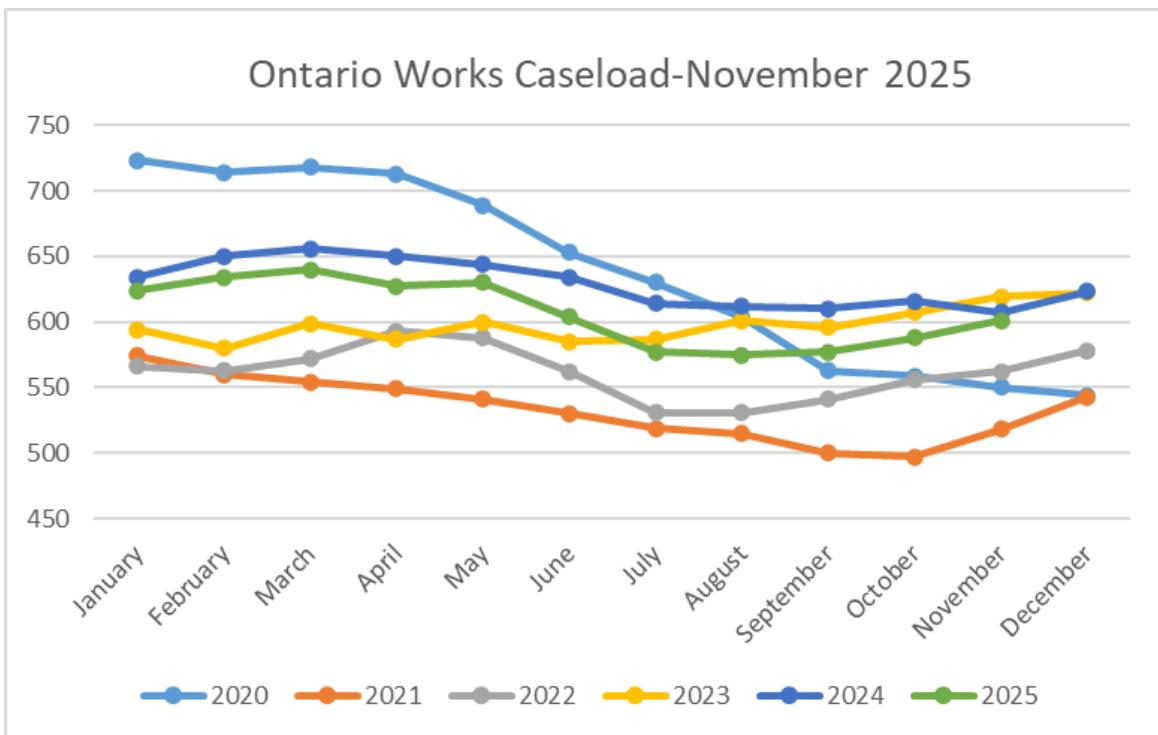
On October 24, 2025, a total of 118 Early Childhood Educators gathered at the Bobby Orr Community Centre in Parry Sound for a full-day professional learning session hosted by the Child Care Service Management team. Educators from child care programs across the District of Parry Sound came together to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

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

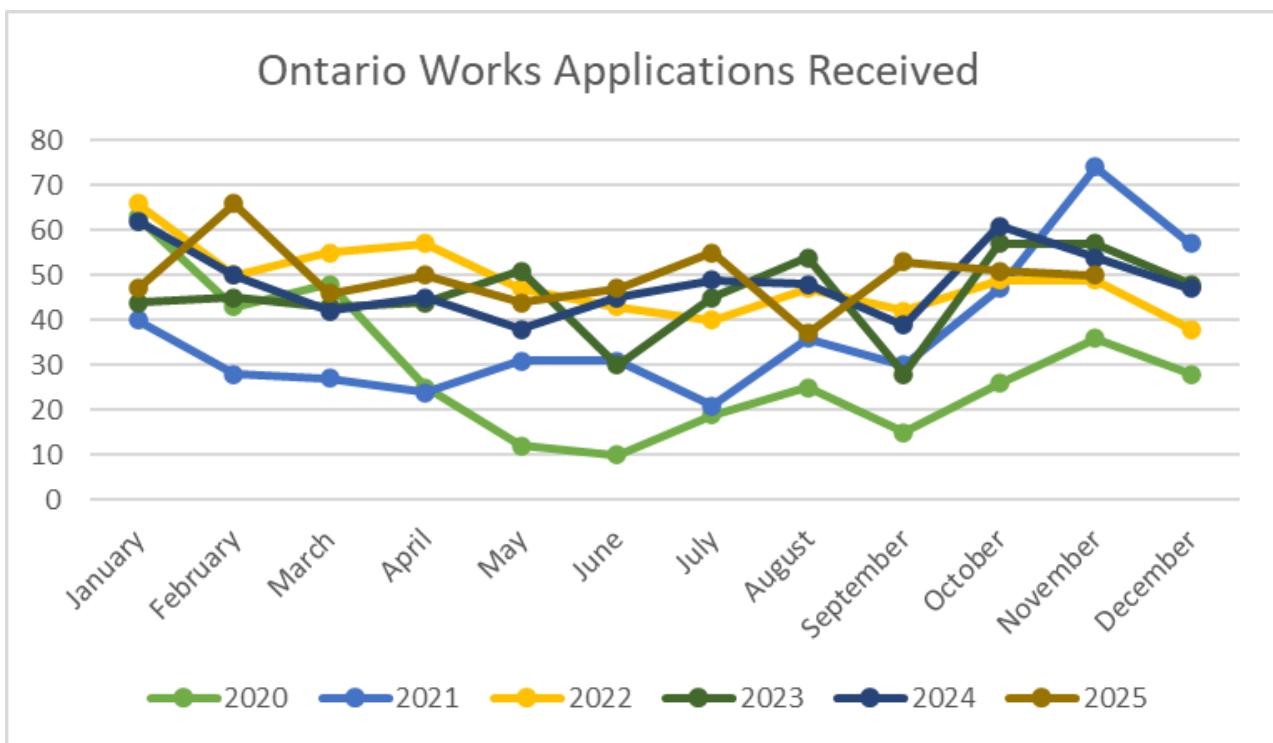
In addition to the keynote sessions, the day included prize draws, a playful Kahoot activity, opportunities for singing and dancing, and valuable time for networking with peers. Prior to lunch, educators were honoured to observe a drumming circle performed by the Nibi-Kwe-Wug drummers, offering a powerful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

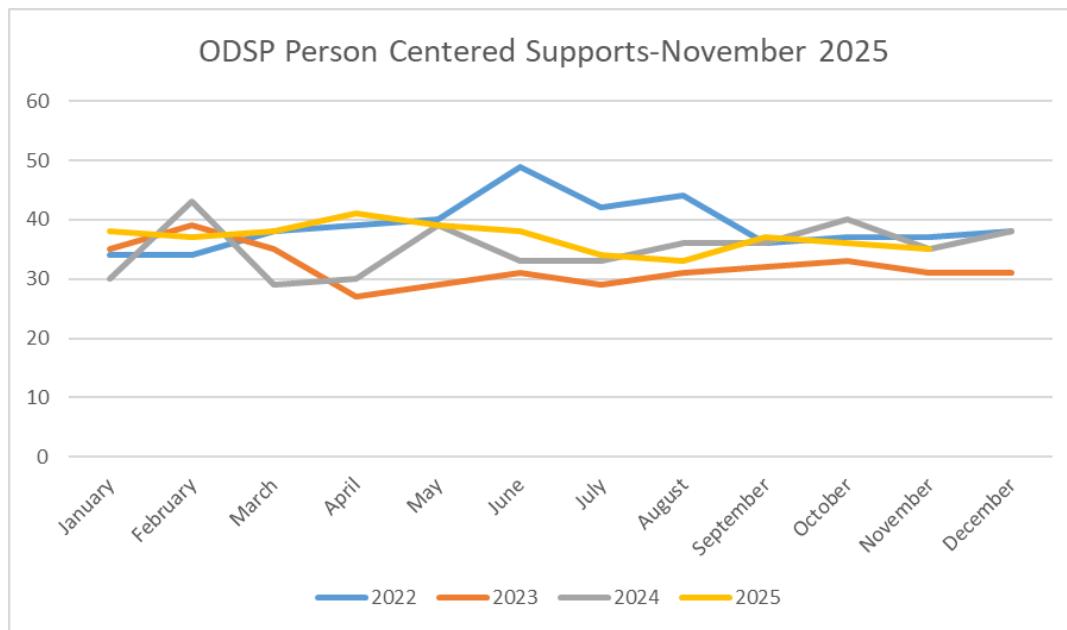
Alongside the focus on meaningful professional learning, there was an emphasis on the importance of self-care. All educators received gift bags in recognition of the value of their work and the vital role they play in supporting children’s growth and development.





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



ODSP Participants in Ontario Works Employment Assistance

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

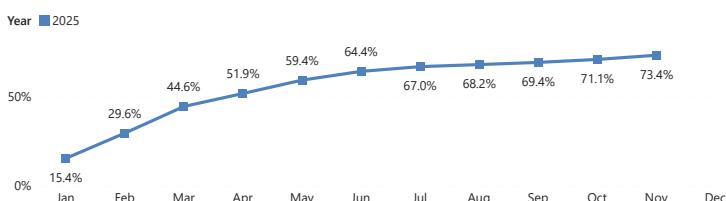
Ontario Works (OW) Performance Measures

On March 1st, 2025, as part of the province's Employment Services Transformation, we officially entered Integrated Employment Services model (IES) along with our Northeast DSSAB partners with our new Service System Manager College Boreal. This means that employment assistance for Social Assistance recipients now moves under the Employment Ontario umbrella. We are responsible for providing Person Centered Supports to SA Recipients in 4 Support Pillars.

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

*NDA-Non-Disabled Adult

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



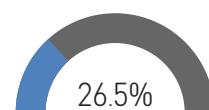
Provincial Value for Latest Month in Selected Range



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



Provincial Value for Latest Month in Selected Range



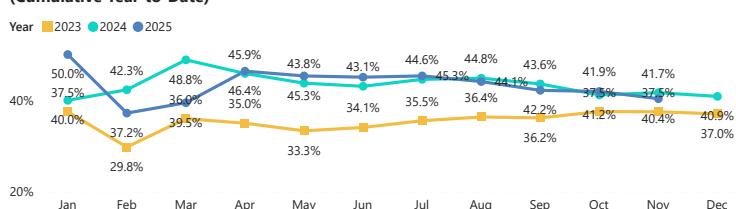
Percentage of Ontario Works cases exiting to employment (Cumulative Year-to-Date)



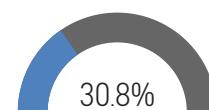
Provincial Value for Latest Month in Selected Range



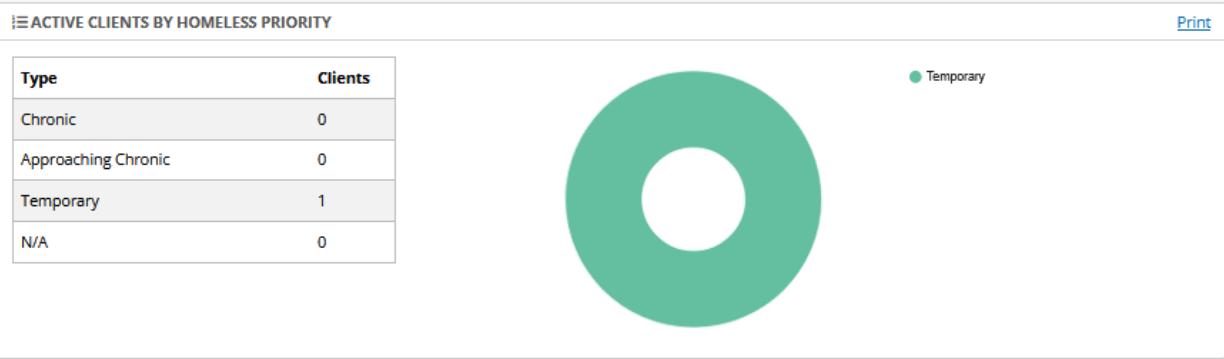
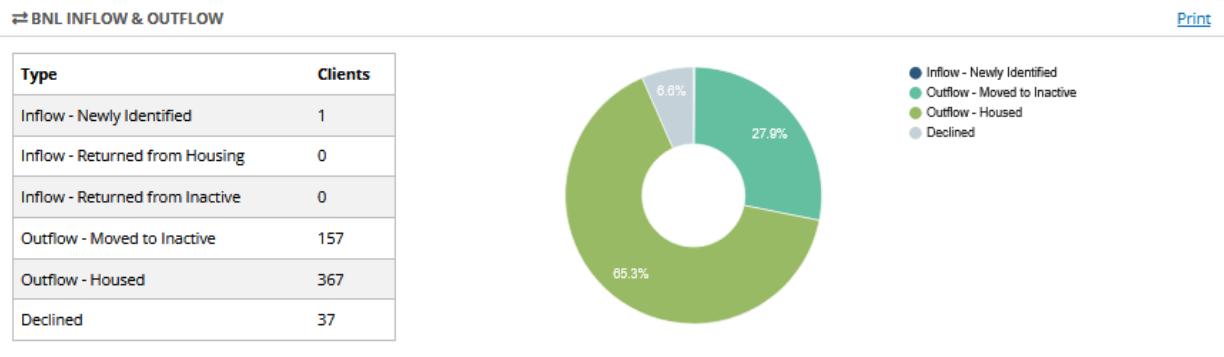
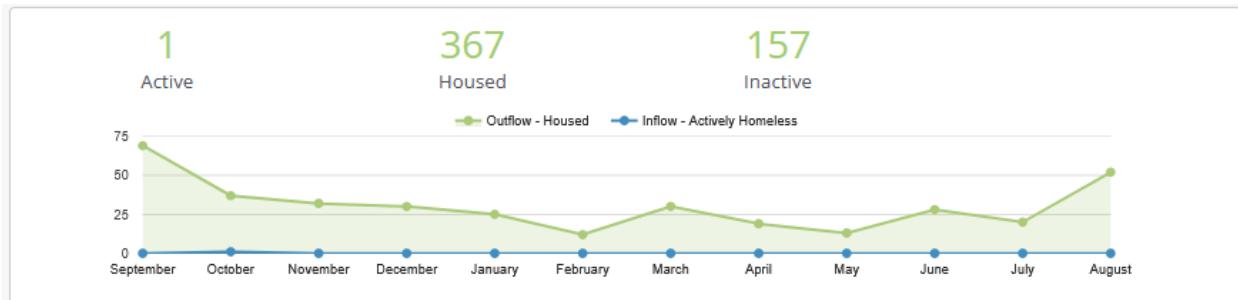
Percentage of Ontario Works cases who exit the program and return within one year (Cumulative Year-to-Date)



Provincial Value for Latest Month in Selected Range



The By Name List is real-time list of all known people who are experiencing homelessness in our community that are willing to participate in being on the list and connecting with our agency for ongoing support to maintain affordable and sustainable housing. The individuals who are connected to this program are provided Intense Case Management supports with the foundations from Coordinated Access.

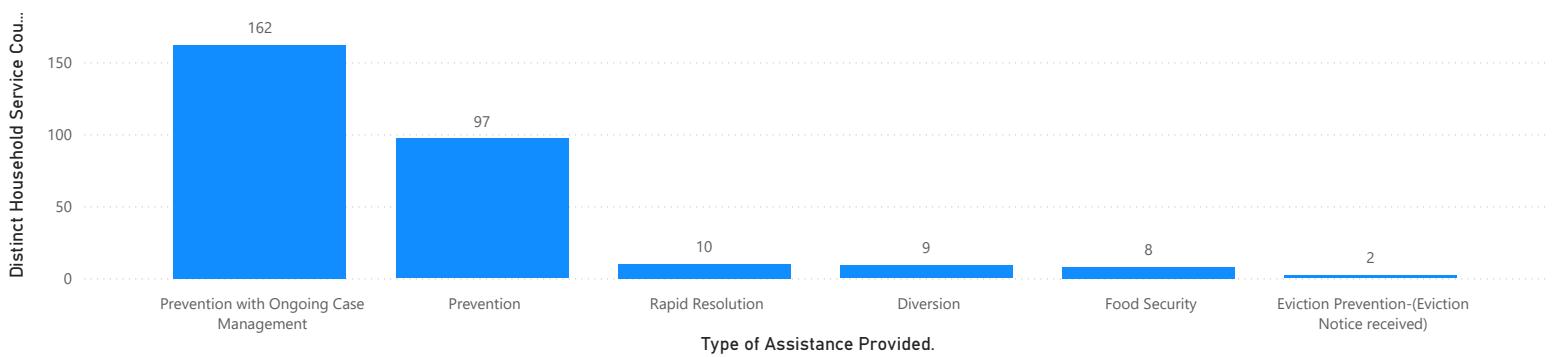


Month

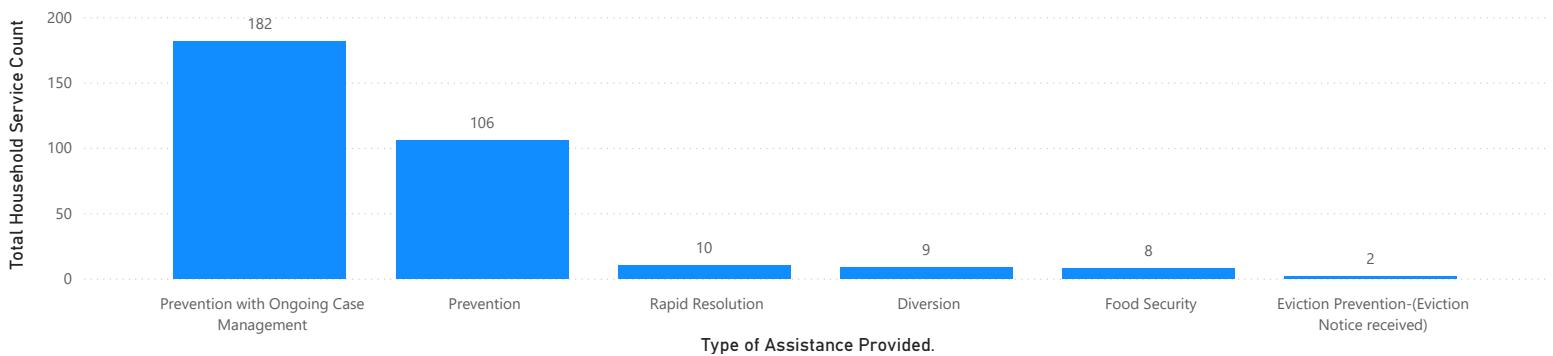
Multiple selections



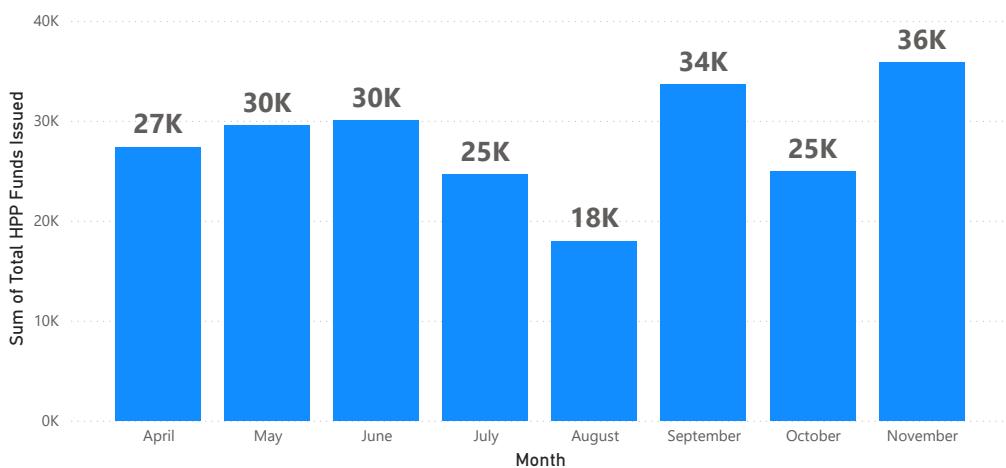
Distinct Household Service Count by Type of Assistance Provided.



Total Household Service Count by Type of Assistance Provided.



Total HPP Funds Issued by Month



Type of Assistance-HPP

All

Month

Multiple selections

\$224,154.57

Sum of Total HPP Funds Issued

Provincial Priority Groups

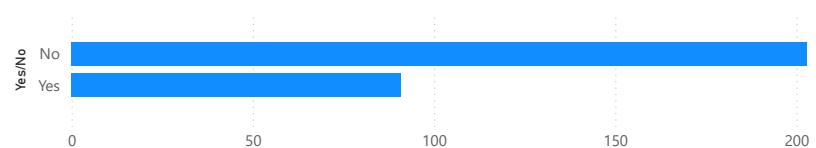
	Unique Households Served
Chronic Homelessness	17
Indigenous	10
Transitioning from Provincial Institution	1
Youth aged 16-25	15
Total	43

Housing Status

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

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

Has the client been issued HPP in the past?



Type of Assistance Provided.	Low Income	Low Income Senior	ODSP	OW	Total	Month
Prevention with Ongoing Case Management	8	11	47	98	162	
Prevention	15	20	52	11	97	
Rapid Resolution	1	2	2	5	10	
Diversion	4		1	4	9	
Food Security	1		1	6	8	
Eviction Prevention-(Eviction Notice received)	1		1		2	
Total	30	33	104	123	287	Multiple selections <input type="button" value="▼"/>

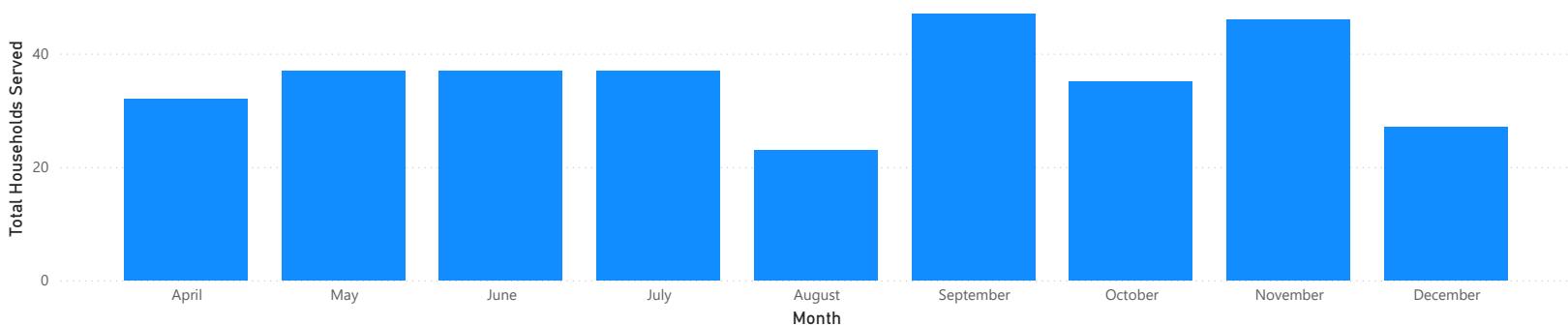
248

Unique Households Served

294

Total Households Served

Total Households Supported through HPP by Month-All



Income Support & Stability Update (Oct-Dec 2025)

Stay or Go Training

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

CAEH National Conference

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

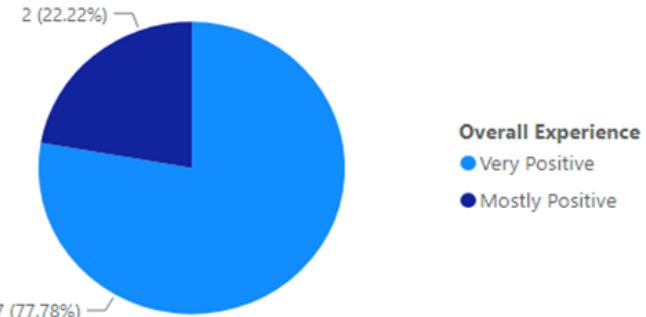


Pictured above: The team with Keynote Speaker Steven Page, formerly of the Barenaked Ladies

Transitional Housing Program

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

Transitional Housing Program-Overall Experience



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

Case Management System Updates

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

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



Pathways to Employment Project

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

OMSSA Policy Conference (Dec 3-4, 2025)

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

Housing Programs Update

Social Housing Centralized Waitlist Report

November 2025

	East Parry Sound	West Parry Sound	Total
Seniors	57	140	197
Families	180	508	688
Individuals	572	177	749
Total	809	825	1634
Total Waitlist Unduplicated			448



SPP = Special Priority Applicant

Social Housing Centralized Waitlist (CWL) 2024 - 2025 Comparison

Applications and Households Housing from the CWL

Month 2024	New App.	New SPP	Cancelled	Housed	SPP Housing	Month 2025	New App.	New SPP	Cancelled	Housed	SPP Housing
Jan	3		2	1		Jan	9	0	0	2	
Feb	5		11	1		Feb	8	0	2	3	
Mar	7		3	3		Mar	9	1	4	1	
Apr	10	1	7			Apr	6	1	10		
May	4	1	5	1		May	11		1	2	
June	1		15	3		June	12	2	1	2	
July	9	1	19			July	14			2	1
Aug	9	1	21			Aug	9	1	1	2	1
Sept	6		16	2		Sept	7	4	1	2	2
Oct	6		9	4		Oct	8		1	1	
Nov	10	1	17	3		Nov	1	1	1		
Dec	11		6	3	2	Dec					
Total	81	5	131	21	2	Total	94	10	22	17	4

Housing Programs Fourth Quarter Report (Oct—Dec 2025)

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

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

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

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

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

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

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



HOUSING OPERATIONS AND SERVICE MANAGEMENT

Fourth Quarter Report with November 2025 Statistical Information

Activity for Tenant Services

	Current	YTD
Move outs	2	20
Move in (centralized waitlist along with internal transfers)	2	32
L1/L2 hearings	0	13
N4 Delivered to tenant or filed with the LTB– Notice of eviction for non-payment of rent	1	7
N5 Filed with the LTB– notice of eviction disturbing the quiet enjoyment of the other occupants	2	18
N6 Filed with the LTB –notice of eviction for illegal acts or misrepresenting income for RGI housing	0	1
N7 Filed with the LTB – notice of eviction for willful damage to unit	0	1
Repayment agreements NEW (formal & informal)	1	18
No Trespass Order	1	1
Mediation/Negotiation/Referrals	16	222
Tenant Home Visits/Wellness checks	43	434
Tenant Engagements/Education	7	28

Tenant Services Fourth Quarter Report (Oct—Dec 2025)

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

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

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



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

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

Property Maintenance Fourth Quarter Report (Oct—Dec 2025)

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

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

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

November 2025

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

Capital Projects Fourth Quarter Report (Oct—Dec 2025)

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

Hazardous Material Remediation and Water Damage Repairs

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

Plumbing, HVAC, and Duct Maintenance

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

Doors, Siding, Painting, and Cosmetic Upgrades

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

Generator and Electrical Work

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

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

Roofing and Eavestrough Projects

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

Structural Repairs, Infrastructure and Foundation Assessments

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

Security Enhancements

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

Consulting and Engineering Contracts

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

Completion Highlights (October to December 2025)

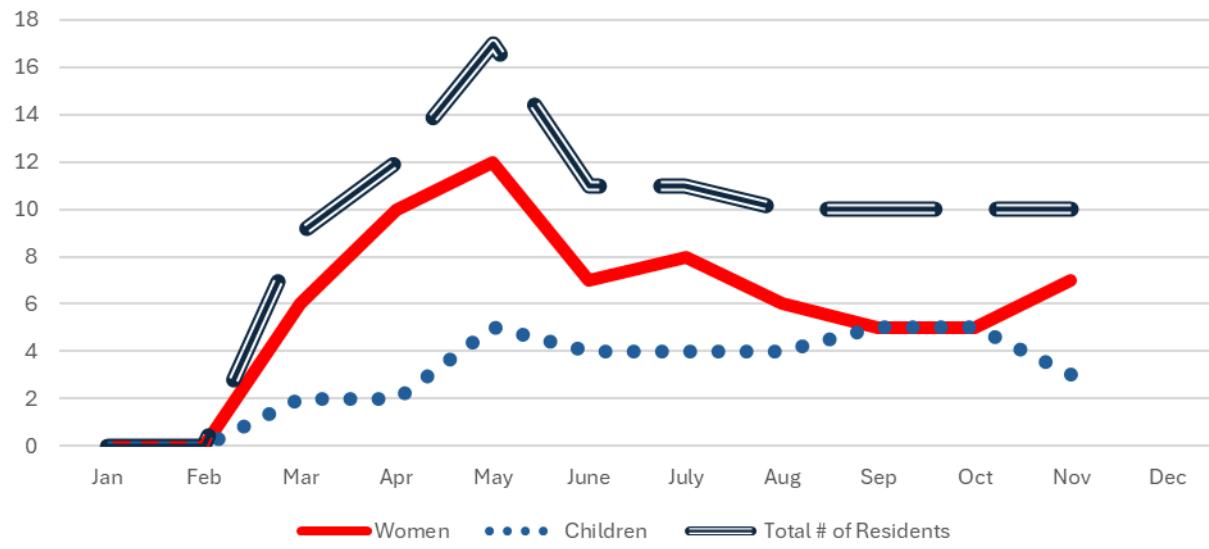
During the fourth quarter, several projects reached completion or substantial completion, including unit remediations, exterior envelope improvements, electrical upgrades, and supporting infrastructure works. These efforts contributed to improved safety, functionality, and asset condition across the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

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

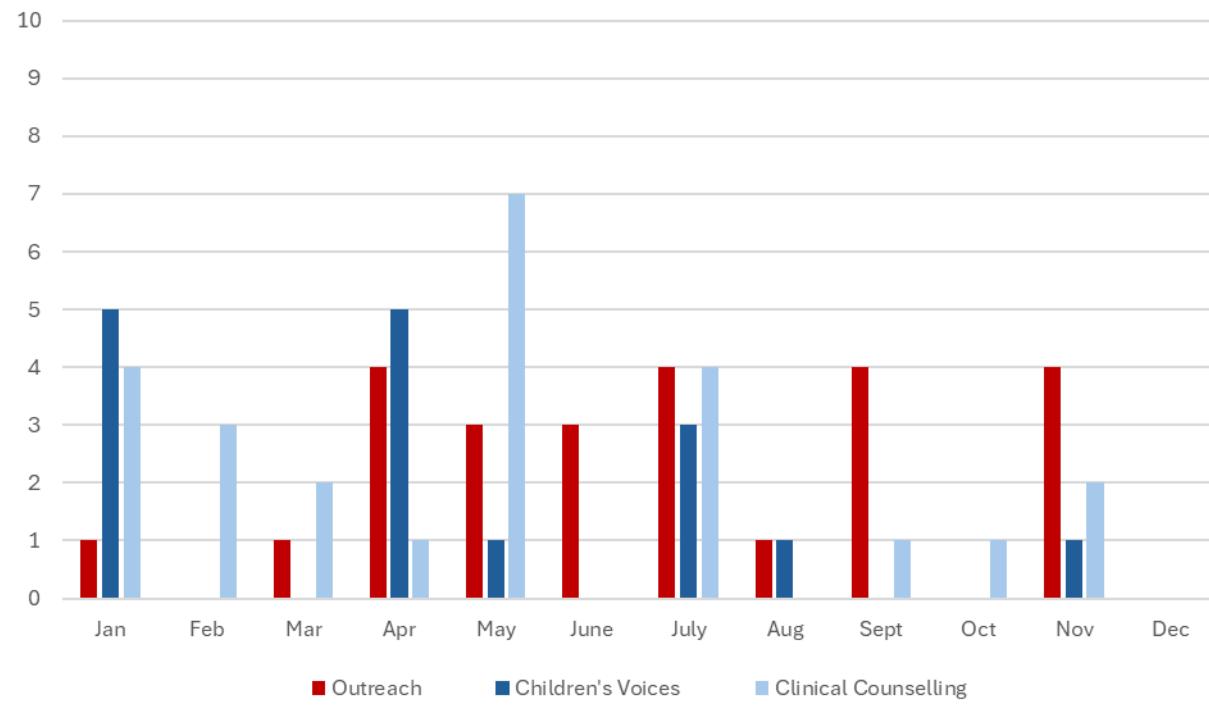
Esprit Place Family Resource Centre

Update—Nov 2025

Residential Program Participants



New Program Enrollments



Social Media Stats

Facebook -District of Parry Sound Social Services Administration	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025
Total Page Followers	749	770	780	786	791	797
Post Reach this Period (# of people who saw post)	11,941	5,904	33,114	18,590	23,572	5332
Post Engagement this Period (# of reactions, comments, shares)	75	37	211	138	178	132
Facebook -Esprit Place Family Resource Centre	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025
Total Page Followers	225	229	229	229	248	249
Post Reach this Period (# of people who saw post)	815	1,314	424	313	17,684	2136
Post Engagement this Period (# of reactions, comments, shares)	0	27	2	3	189	34
DSSAB LinkedIn Stats <u>https://bit.ly/2YyFhIE</u>	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025
Total Followers	551	558	561	561	579	585
Search Appearances (in last 7 days)	205	132	122	113	170	147
Total Page Views	35	22	26	27	77	23
Post Impressions	660	715	235	1092	2,953	1124
Total Unique Visitors	20	12	14	15	29	16
Instagram - Esprit Place Family Resource Centre <u>https://www.instagram.com/espritplace/</u>	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025
Total Followers	105	107	109	112	115	115
# of accumulated posts	65	66	67	69	81	81