



2022-2042 Strategic Plan

MISSION

Support accessible human services in Nipissing District.

VISION

Healthy, Sustainable Communities.

VALUES

Putting People First,
Pro-Active, Collaboration,
Empowerment, Innovation,
Inclusion & Diversity.

PRIORITIES and ACTIONS (2023-2026)

Progress Update, October 2025

The Board's strategic priorities establish a clear avenue to enable the organization to meet its goals. While the goals remain fixed in the long run, the priorities are subject to change with each Board term on a four-year cycle. The respective priorities include a set of action items, intended outcomes, and areas of performance for priority execution. To monitor plan implementation and progress in achieving the strategic priorities and goals, the action items are tracked in the organization's project management system and linked to performance indicators as they are developed.

The following report provides the annual update on the plan's implementation and progress. Each action item has an update and completion rate as recorded in the project management system. The following table and sub-sections summarize the plan's progress in terms of project completion status and amendments/changes:

Implementation Progress

Action Items	2024 update	2025 update
Total action items pre-update	48	32
Completed	16	9
In progress	26	23
Not started	6	0
Total	48	32
Amended: two combined into one	1	2
Amended: new	3	0

Staff and the Board have completed over half of the strategic plan's action items since the Board term began in January 2023. Nine more projects were finished since the last update, some as one-time initiatives and others integrated into ongoing processes, service planning, or policies to sustain long-term results. These accomplishments address priorities such as continuous improvement, employer of choice, technology, partnerships and collaboration, client self-sufficiency, and equitable access to early learning and childcare (see the strategic plan completion map for completed actions and projects). Many of the remaining items are more than halfway completed and should be completed by the end of the Board term.

Plan Amendments /Changes

As a living document, the plan's priorities and action items may be updated as the operating and service environment or other factors change. Some actions have been revised for clarity or combined to reduce duplication and align with the stated priorities and goals.

One of the changes involves merging the action to *examine ways to increase cross-team and department collaboration* with *developing a type of cross-department familiarization program* (action #20). This includes adjusting the outcome and performance indicators to reflect the change.

Another amendment changes the action to *develop a cross-department familiarization program* (#21) into a performance indicator under *measuring DNSSAB's workplace environment and culture* (#17), as it better aligns with culture. The outcome was also changed to reflect this change.

The priority to *increase equitable access to quality early learning and child care* was shifted from Maximizing Human Service Impact to Seamless Access for better alignment with goal definitions.

Other minor amendments involve a change in wording for some of the action items or priorities for increased clarity or meaning and are shown in the action tables in grey font.

Key Performance Indicators

Along with updates on strategic action items and projects, a Key Performance Indicator (KPI) scorecard tracks how well the organisation is meeting certain Board goals and priorities. Since the previous Board update, new KPIs have been introduced to assess improvements in Board communications and service impact through advocacy, as described below.

Housing Those in Need and Developing Affordable Housing

Baseline data for homelessness indicators was only established in September 2023, marking the beginning of more consistent and comprehensive data collection. While the expanded dataset for this update enhances the ability to monitor system activity, interpretations of trends or conclusions drawn from the data should still be approached with caution due to the short observation period.

Nonetheless, the KPIs of **Homeless to Housed** (time to housing), **Housing Placement Rate**, and **Return from Housing Rate** continue to provide a strong indication of the level of progress being made in this area.

Since the establishment of HIFIS baseline data in September 2023, the **Time to Housing**, measured by the median days individuals remain on the Nipissing District Homelessness List (NDHL) before securing housing, has shown considerable fluctuation. Monthly median durations ranged from a low of 33 days to a peak of 236 days—equivalent to approximately one to eight months. The most pronounced delays occurred in November 2024, and more recently in July 2025, where the median wait times exceeded 200 days, indicating a significant bottleneck in housing placements during that period. These variations highlight the need for ongoing monitoring and targeted interventions to reduce the time spent homeless and improve system responsiveness.

The **Housing Placement Rate** for individuals on the Nipissing District Homelessness List (NDHL) shows a declining trend and notable fluctuations since baseline measurement began. Rates peaked in late 2023, reaching approximately 14.5%, before declining sharply to a low of 4.2% in April 2024. However, following this trough, the placement rate has shown signs of stabilization, maintaining a more consistent range between 5% and 9% through the end of August 2025. This growing stability indicates improvements in housing coordination, resource access, or intake procedures. Continued monitoring will be essential to ensure this trend holds and to identify opportunities for further optimization.

The rate of **individuals returning to homelessness** after being housed has fluctuated between 0.5% and 3.0% over the reporting period. This indicator has followed a pronounced saw-tooth pattern, with intermittent spikes and declines suggesting instability in housing retention outcomes. Notable peaks occurred at several points, but since mid-period, the rate has generally trended downward and remained below 1.5%, indicating potential improvements in post-housing support or housing suitability. Continued attention to housing sustainability measures, such as follow-up services, tenancy support, and case management, will be critical to reducing recidivism and maintaining long-term housing stability. The fact that the return-from-housing rate is lower than the housing placement rate is encouraging and indicates progress is being made.

Moving to the creation of affordable housing, the number of **New Affordable Housing Units** and **Rent Subsidies** monitor progress in increasing the supply of affordable housing in Nipissing District. The **Social Housing Waiting List Placement rate** is another key indicator to measure access to affordable housing.

The creation of **New Affordable Housing** saw a brief surge in 2023 with the addition of 44 new units; however, no further units have been created in 2024 or 2025 to date, signaling a pause in capital investment or available funding. It should be noted that for this indicator, new affordable housing units are only counted once they reach occupancy so housing that is under development is not counted (e.g., ADUs and Cartier Street units).

In contrast, the provision of new **Rent Subsidies** has remained a strong and growing component of housing supply. Following 20 new subsidies in 2023, the program maintained momentum with 19 additional subsidies in 2024 and a further increase to 29 in 2025 to date, largely driven by the Canadore College Cohabitation Project. This reflects an emphasis on creating housing affordability through financial assistance rather than new builds, potentially reflecting budgetary constraints, policy direction, or market conditions. Continued tracking of this indicator is important to assess the long-term impact of this approach on housing stability and access.

As the DNSSAB is currently transitioning from the legacy social housing registry system to Arcori, the social housing waiting list placement rate is currently unavailable.

Strengthening communications and public relations

Communication remains a top priority for the Board in support of its commitment to continuous improvement and organizational growth. This includes building public education and awareness and strengthening the corporate brand and image. Social media and news indicators serve as key metrics for tracking progress in this area.

Earlier this year, DNSSAB launched a targeted social media strategy across three primary platforms: Facebook, Instagram, and LinkedIn. The **Social Media Indicators** measure progress in providing effective messaging and communications to these core audiences. Since implementation, the campaign has generated a total of 533 posts, reflecting consistent and sustained engagement across channels. As illustrated in the social media posts chart, Instagram has shown the most frequent spikes in posting, indicating strong visual outreach. The Facebook and LinkedIn pages have maintained steady levels of activity, supporting broader community engagement and professional visibility.

Additionally, since the launch of the social media campaign, follower engagement has shown a clear and encouraging upward trend across all platforms. The total number of followers has reached 710, reflecting growing public interest and connection with DNSSAB's messaging. This positive growth trend indicates that DNSSAB is on track with its multi-platform strategy and reinforces the importance of sustained digital outreach in advancing public relations and organizational visibility.

To strengthen communications and public relations, DNSSAB has also launched targeted campaigns and media releases to raise awareness of its programs. Both proactive messaging and monitoring news coverage, including the number and sentiment of headlines, are used to track DNSSAB's visibility and reputation as summarized by the indicators below.

The **News Media Reach** indicator measures how often DNSSAB is mentioned in news headlines and articles, reflecting its public visibility and the effectiveness of outreach and engagement efforts. Since January 1, 2023, a comprehensive web scrape reveals that DNSSAB has appeared in local news 176 times, with coverage increasing over time. After modest attention early in 2023, media mentions rose through 2024, peaked earlier this year in Q1 with 29 articles, and have averaged 7–8 articles per month as of September 30, 2025. Tracking this KPI over time helps the Board evaluate both the quantity and impact of its communications, especially when combined with sentiment analysis (below).

The **News Media Sentiment** indicator measures the tone and sentiment of DNSSAB-related headlines by scoring and categorizing them as positive, neutral, or negative, helping track public perception over time.

Most headlines during the period were neutral (39%) or positive (35%), with neutral coverage providing straightforward reporting and positive headlines reflecting favorable views of DNSSAB. Negative sentiment accounted for 26% of headlines, often linked to challenging topics like homelessness and social housing.

As DNSSAB's media visibility has increased, so has the diversity of sentiment. The rise in positive coverage points to greater recognition of Board initiatives and impact, while negative sentiment during certain periods highlights ongoing community challenges. This underscores the need for proactive communication and reputation management as media attention grows.

Become an Employer of Choice

Becoming an Employer of Choice is another Board priority that involves building a strong workplace and culture to attract and retain skilled talent. The following KPIs measure the level of progress in this area:

Employee Turnover is showing a concerning trend for DNSSAB/NDHC, which climbed from roughly 15% in 2023 to over 20% by 2025. This sharp increase suggests growing challenges in retaining staff and may indicate underlying issues such as workload pressures, organizational changes, or competitive job markets. In contrast, Paramedic Services maintained relatively stable and much lower turnover rates, hovering between 8% and 10% across the same period although still gradually increasing.

Turning to DNSSAB **Job Promotions**, the promotion rates were strong in 2023 at about 29%, and slightly improved in 2024, reaching approximately 30%. However, 2025 shows a noticeable decline to around 22%, although there is still the fourth quarter data to come in. While the rate could rise by year-end, the current gap is concerning and will be monitored to ensure that organizational practices and opportunities for advancement remain consistent and equitable.

In 2023, the **Continuing Education Participation Rate** was relatively strong at about 6.5%, but it dropped noticeably in 2024 to around 4.5%. In 2025 to-date (October), the rate rebounded to roughly 6%, suggesting some recovery, though still slightly below the 2023 level. This pattern indicates variability in employee engagement with professional development opportunities. A number of factors can affect this indicator such as training budget constraints (or renewed investments), scheduling challenges, or employee interest.

Note: The **Child Care Staff Vacancy Rate** presented in previous KPI dashboards is currently not available.

Increase equitable access to quality early learning and childcare

Note: The *childcare affordability* indicator now includes fee subsidy and CWELCC (Canada-Wide Early Learning and Child Care).

The **Childcare Affordability** indicator and chart shows that overall, participation in quality childcare remains relatively stable, ranging between roughly 1,800 and 2,000 children per quarter. CWELCC consistently accounts for the largest share, supporting younger children (0–5), while fee subsidies for both age groups (0–5 and 6–12) make up the remainder. Notably, CWELCC coverage appears steady across most quarters other than a significant drop in Q3 2024, which is attributed to children turning six between January and June and becoming ineligible for CWELCC as of July 1. Fee subsidy participation shows minor variability, with the 6–12 age group remaining the smallest segment throughout.

The data suggests that affordability measures are reaching a significant portion of families (see access ratio below) and that CWELCC is playing a strong role in early child care affordability.

The average **Subsidy Access Ratio** shows the percentage of Nipissing's children ages 0–12 receiving a childcare subsidy (either CWELCC or fee subsidy) for 2024 and 2025. Access has remained relatively stable, with about 17.8% in 2024 and a slight decline to 17.2% in 2025. This means that about 1 in 6 children in the district are benefiting from subsidized childcare programs.

Maintaining or improving this ratio is critical for equitable access, as even small declines can disproportionately affect families with limited resources. However, factors such as demographic changes, shifts in program funding, or policy adjustments can influence access. For example, if the district's population growth outpaces subsidy expansion, the access ratio can decline, creating equity gaps.

Increase service impact

The Board has been actively engaging governments and other organizations to raise awareness of District needs, strengthen service impact, influence policy, and increase program resources. Key indicators for measuring progress in this area are the number and type of Board advocacy activities and the program areas being advocated for. It should be noted that tracking informal advocacy is difficult to do, but also part of the overall picture. This would include conversations at events such as AMO or ROMA, outside of formal delegations, and work through advocacy with like-minded agencies, for example, the Chamber of Commerce.

The **Board Advocacy** indicator charts show that the Board has conducted 58 advocacy activities since taking office (staff have recently begun tracking this data and are updating as new information emerges). Advocacy letters and delegations have been the most common type of activity with about 25 each, followed by meetings and presentations (4), and a Board motion. This distribution highlights the Board's preference for consistent and direct advocacy channels, particularly through letters and delegations, to influence government awareness and action on local priorities.

In terms of the Board's advocacy efforts across the program areas, *affordable housing* and *homelessness* account for half of the advocacy efforts. This reflects a strong and sustained focus on addressing housing challenges in the district and continued attention to vulnerable populations. *General Board advocacy* (multiple programs, general needs, etc.), *early learning and childcare*, and *NDHC social housing* account for another 34.5% of Board advocacy activities during the term so far. The remaining (15.5%) program areas show balanced advocacy engagement across Paramedic Services, addictions and mental health, food insecurity, and Ontario Works.

GOAL: Remove Systemic Barriers (Planning Day June 12, 2025)

Priority: House Those in Need and Facilitate the Development of Affordable Housing as a Built for Zero Community. *Stabilize households by focusing on the upstream social determinants and creating more affordable housing options for those who are vulnerable and in need.*

#	Action	Outcome	Area of Performance/ Indicator
2 SP2- T24 S.C	Explore joint planning initiatives, municipal-owned land, and other opportunities for the construction of affordable housing across the district, with emphasis on rural and outlying areas.	Increased supply of affordable housing.	Increased # affordable housing units by area.
	Amendment: The 'Municipal land conversion rate' was removed as a possible performance indicator because it is not necessarily a good measure of performance in this area (e.g., there is no municipal interest or land available). Update: This responsibility is now part of the Manager of Project Development's job description and role so will continue indefinitely. It involves collaborating with municipal and community housing partners to support their housing, growth, and regeneration strategies. Completion: 100%.		
3 SP2- T25 T.B. A.M.	Explore opportunities to utilize available land through the Nipissing District Housing Corporation to create additional affordable and subsidized housing.	NDHC land assets are maximized to increase the housing supply.	- Land utilization ratio. - Service level standards.
	Update: Staff have presented 3 vacant land updates to the Board for review and determined 4 viable land development opportunities; EW, Manitou, Verner and Whitney. Seed applications were submitted for all 4 properties to move development forward. Staff continue to work with area municipalities on opportunities for savings and collaboration. Staff from NDHC and Development continue to diligently explore future feasible projects to add affordable housing to its portfolio. Completion: 40%.		
4 SP2- T26 T.B	Investigate ways to get NDHC's social housing units with the highest need, attached to housing and clinical mental health supports or designated as supported living.	Social housing tenants receive the supports they require to maintain stability and move towards self-sufficiency.	- Mental health-related incidents/ calls. - Eviction rate.

	Amendment: Additional wording added to emphasize mental health and other medical needs. Update: MOU with CMHA for cost shared position is ending June 30, 2025, tenant supports were highly successful and will continue on a referral basis. NDHC will use the re-directed funds to hire an internal part-time specialized support to work collaboratively with the Tenant Advocate to ensure professional supports are offered to tenants, as well as enhance community agency partnerships. Clinics at EW and GA offered by Community Para-medicine staff have demonstrated a strong need and relationships of trust have been established between paramedics and tenants. Services are important and invaluable. The New Neighborhood Model of care offered by VON at Golden Age has also grown its tenant membership with regular activities and health related teachings. Funding opportunities for support dollars continue for EW. This may be an area that requires Board advocacy. Completion: 70%.		
5 SP2- T27 S.C A.M.	Identify housing development projects and prepare business cases in advance to respond quickly to funding opportunities, applications, and provincial infrastructure investments.	The affordable and subsidized housing supply is increased to meet the demand.	• Centralized housing waiting list demand. • Application response and success rates.
	Update: - RFEI resulted in 5 development projects throughout the district, in varying degrees of shovel-readiness. Several projects were deemed shovel-ready, and advocacy for funding has been ongoing. - Staff continue to work with proponents with projects less than shovel-ready, to support them to shovel-readiness. - Several applications for funding have been submitted, including HART Hub, Last-Mile and Encampment funding programs. The next RFEI seeking additional housing development projects is being issued imminently, updating the completion to 95%. However, this action will continue to be ongoing. Completion: 95%.		
6 SP2- T28 S.C.	Implement a Coordinated Access system for homelessness and ancillary services.	To prevent and end homelessness through a streamlined and standardized housing intake and assessment process. Homeless serving agencies are coordinating access and sharing case information and data.	• Percentage of clients housed. • Percentage of clients who remain consecutively housed (e.g. 6+ months). • Number of re-housing occurrences.
	Update (May 2025): Completion remains at 90%, still left to implement: - Formal District-Wide Referral Process and a fully developed Housing Resource Inventory that includes dedicated prioritization of community housing and support resources		

	available for matching by the CAN Team to individuals on the Priority List. As well, with accomplishing a 3.0 score card through BFZ, we are now being asked to reach 4.0. Completion: 90%.
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GOAL: Continuous Improvement and Adaptation – Learning and Growth

Priority: Strengthen Communications, Understanding and Public Relations. *Engage and inform stakeholders to improve communications, inform public policy, build education and awareness, and strengthen the corporate reputation and image.*

	Action	Outcome	Area of Performance/ Indicator
9 SP2- T47 B.P.	Develop a corporate social media plan that aligns with the corporate goals. The plan can use the Redbrick Communications recommendations as a framework and to set communication priorities (Summary Report and High-level Recommendations, 2023).	The DNSSAB has a strong brand and is providing consistent, effective messaging and communications to its core audiences.	• Audience coverage; reach. • Audience engagement/ participation. • Website traffic. • Sentiment analysis (media).
	Update: 2025 Social Media Strategy developed (2024) and launched March 2025. Completion: 100%.		
11 SP2- T5 B.P.	Run a communications campaign to position Nipissing Paramedic Services and other DNSSAB programs as an integral part of the community.	Increased public education and awareness around Nipissing paramedic services.	• Media coverage; reach. • Brand awareness. • Social media indicators. • Website traffic.
	Amendment: A change in wording to spotlight each department – Paramedics Services 1 st , OW second, etc. Update: Recent Media coverage: Acquisition of UTV, CAMP/Mobile Clinic Launch, Recognition of retiring paramedics with a combined 73 years of service, Paramedic Services Week/ Perseverance Awards. Socials & website: Social media campaigns and service spotlights, Paramedic Services integrated into DNSSAB social media. - Launched a communications campaign to position DNSSAB programs as integral parts of the community; this is an ongoing effort supported by a clear plan and regular social media updates.		

	- Media releases issued: 12 releases in 2023, 15 releases in 2024, 10 releases so far in 2025 (Media release # 14 was recently sent out). - Established consistent and professional branding for media materials. - DNSSAB website is actively promoted through social media and media releases to increase community engagement and access to information. Completion: 50%.
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Priority: Become an Employer of Choice. *Build a creative and attractive workplace with strong culture that will attract and retain skilled talent.*

	<i>Action</i>	<i>Outcome</i>	<i>Area of Performance/ Indicator</i>
12 SP2- T6 T.K.	Develop a recruitment, retention, and succession strategy to alleviate unfilled vacancies, increased workloads, and capacity issues.	DNSSAB recruits and retains skilled staff with pathways for succession.	• Staff turnover rate; retention rate. • Length of service. • Average length of time to fill positions.
	Update: Connecting with colleges that offer Advanced Care Paramedic (ACP) programs to increase our visibility and promote DNSSAB as the employer of choice. Redesigned the DNSSAB website to direct potential candidates to the department's homepage to enhance visibility, increase awareness of its work, and showcase why it's a great place for a career. Connecting with local secondary and post-secondary schools such as St. Joseph-Scollard Hall, Chippewa, Canadore College and Nipissing University to deliver guest lecture, information sessions and attend career fairs, to support workforce development and succession planning. The recent launch of our social media recruitment campaign is generating increased visibility and engagement with our job postings across platforms. Continue to conduct both exit and internal movement interviews to identify trends and inform our retention strategies, monitoring global workforce trends, including hybrid work models, and exploring opportunities to adapt. Ontario Works will be reviewing its recently implemented hybrid model to assess effectiveness and identify potential improvements that could be replicated across other departments. Submitting an application to become a designated employer through the Rural Community Immigration Pilot (RCIP) to support recruitment of skilled migrants. Strengthening partnerships with community organizations, including the Indigenous Friendship Centre to support inclusive hiring practices and broaden our talent pool. Developing a succession planning framework that will be tailored to align with each employee's long-term career goals. Analyzing the average length of service to anticipate upcoming retirements and identify areas for proactive planning. Performance reviews are conducted annually and are used to identify high-potential individuals and establish clear, long-term development and training plans. The DNSSAB Continuing Education Policy further supports employees by aligning professional development with their career aspirations. Completion: 70%.		

14 SP2- T8 T.K.	Ensure that work processes and job descriptions are well documented and accessible to assist with succession planning.	Minimize the loss of knowledge through staff turnover.	Inventory of workload processes.
	Amendment: A change in wording to include job descriptions. Update: This review and update process is conducted annually. Currently, Ontario Works (OW) is in the process of updating its job descriptions, with Children's Services (CS) scheduled for completion by September. Nipissing District Housing Corporation (NDHC) has recently updated job descriptions for all non-union positions. Improvements are being implemented to ensure all job descriptions follow a consistent format across the organization and align with DNSSAB's strategic goals. These standardized templates will include key statements that reinforce key organizational values, including: - Commitment to meeting DNSSAB's obligations under the French Language Services Act, - Delivering exceptional customer service, and - Creating, maintaining, and actively participating in a respectful workplace that is free from all forms of harassment, discrimination, and violence. Completion: 50%.		
15 SP2- T9 L.D.P.	Attract, retain and increase the number of Registered Early Childhood Educators and professionals working in the child care sector.	The number of Registered Early Childhood Educators is meeting child care demand.	- ECE turnover rate; retention rate. - Increased operating capacity within licensed child care services.
	Update: This items is "complete" as it has now become an ongoing item and has been incorporated in the service plan, policies, etc. Children's Services Marketing and Communication plan was approved by the DNSSAB Board Fall of 2024. The CS Team continue to attend EarlyON Child and Family Centres, job fairs to promote early years. Rack cards, flyers and more are being distributed throughout the district. Financial Literacy and Leadership training underway (courses are free of charge to the sector). Sponsorship of ECEs in the district - 14 sponsorships - 7 individuals have graduated and 7 underway. Quality assurance program updated in 2024 to include a self assessment. Focus in 2025 will be on coaching and mentoring to support individuals working in the sector. KPI continue to be tracked on a quarterly basis. Completion: 100%.		

16 SP2- T10 T.B.	Investigate the pros and cons of employing NDHC housing maintenance contractors directly versus the current practice of hiring them externally.	NDHC housing maintenance and repair is carried out most effectively and at the best value.	Costs and benefits of outsourcing vs. insourcing contractors.
	Update: NDHC successfully hired a Read Seal Plumber as of Dec 2024, the benefits and cost savings will be monitored in 2025-26. With the addition of both the Electrician and Plumber being familiar with mechanical and electrical systems offers a greater support and savings for preventative maintenance and ongoing repairs/capital projects. Therefore, current practice remains most beneficial. Completion: 90%.		
17 SP2- T11 T.K.	Measure DNSSAB's workplace environment and culture to evaluate the current level.	Improve corporate culture and create a baseline for measuring progress on achieving this priority.	- Mix of quantitative & qualitative data. - InfoHR key indicators. - Staff experience feedback. # team building activities (previously #21)
	Amendment: The previous action to "Increase team-building activities within and across departments" (#21) has been changed to a PI (performance indicator) for this action (#17) due to its fit with culture. The outcome has also been reworded to reflect the change. Update: DNSSAB continues to support initiatives such as the annual Staff Appreciation and Development Day and a corporate GoodLife membership discount, encouraging health and wellness across the organization. Participating in events to build a positive and inclusive culture such as the Kindness Event, which invited staff and the public to share in coffee, treats, and messages of positivity, and CMHA Mental Health Week, where we showcased the CAMP (Clinical Access Mobile Partnership) vehicle at City Hall to promote awareness of local mental health resources. Paramedic Services is working with Excellence Canada to achieve Gold Certification, an initiative that will support quality assurance and help strengthen a values-based, high-performing team culture. In the Fall, DNSSAB will roll out Indigenous Cultural Competency training, beginning with an introductory session and followed by a more in-depth workshop, to broaden our commitment to diversity, equity, and inclusion in the workplace, DNSSAB promotes team building, engagement and communication through department-specific all-staff meetings, offering employees a platform to engage in meaningful dialogue and build stronger internal relationships. DNSSAB will continue to collect staff feedback through annual surveys to identify improvements and identify areas for growth. Completion: 70%.		

Priority: Encourage Organizational Development and Growth. *Implement development and training activities to promote continuous learning and skills development in concert with business needs, for growth and improved performance.*

	<i>Action</i>	<i>Outcome</i>	<i>Area of Performance/ Indicator</i>
18 SP2- T12 B.P.	Have a training plan in place for the next incoming Board (Jan. 2027) to train members in areas such as governance, communications, roles & responsibilities, risk management, and general Board development.	Board members have the tools and capacity to provide effective leadership and governance for the organization.	Number of training sessions
	Update (Jan 2025): The goal is to have this completed by the spring, 2026 (final deadline is October 2026). Established a rough outline for training / who could deliver training and when (the intention is to do orientation and deliver additional training over a few months) Completion: 75%.		

20 SP2- T14 S.K. All	Increase cross-team and department collaboration, including the development of a cross-department familiarization program where participating staff become familiar with other job roles and skill sets, in other departments.	Encourages multi-functional teams, workforce development (shared knowledge and resources), and reduces internal silos.	• Inter-department collaboration survey. • Number of 'fam' program placements. • Number of collaborative department projects/initiatives.
	Amendment: The action to <i>increase cross-team and department collaboration</i> (# 31) has been merged with this action to <i>develop a cross-department familiarization program</i> (#20) due to a similar fit and context. The outcome and performance indicators have also been adjusted to reflect the change. Update: Community Paramedic participation to support departments within DNSSAB are underway. Deputy Chief of Community Health and Integration has initiated departmental info-sessions coordinated during team meetings. To date presentations have been made to NDHC, with plans for a session with Children's Services. This position will be tasked with developing interdepartmental working strategies. Additionally, social media initiatives such as "Did you know" are promoted internally and externally to help promote what DNSSAB does. Clinic supports with homelessness, housing and OW also provide opportunities for cross collaboration and orientation to the work each department does. Completion: 10%.		

Priority: Develop Advanced Technology Solutions. *Implement new technology to increase productivity, operating performance and outcome data and measurement, and enhance service delivery.*

	Action	Outcome	Area of Performance/ Indicator
24 SP2- T18 B.P. S.C. T.B.	Prioritize and implement the following new software and databases and/or upgrade legacy systems: • Tenant Management System • Housing Registry Waitlist System • Social Housing Management System • E-Scribe Agenda Management System	Improved data accessibility, reliability, consistency, security, BI integration, decision support, and reporting.	• Time to market (from concept to launch). • Uptime. • Help Desk requests (pre and post).
	Update: On the social housing management side, Arcori implementation was complete in July 2023, however minor system navigation issues, training, data migration and reporting tools continue to be developed. NDHC looks forward to participating in the new the wait list		

	management system for tenant placements. Arcori has recently gone live for the social housing wait list (Housing Services), with issues being actively worked out. Updated implementation to 95%. Completion: 95%.		
25 D.C. SP2- T19	Investigate implementing new technologies to improve client, resident, and staff experience: • <u>Clients</u>: <i>Waitwell</i> (clients can self-book OW meetings); <i>reporting portals</i> (digitization replaces cumbersome spreadsheets for Children's Services providers); <i>document management</i> (greater client autonomy for interacting with services); <i>SeamlessMD</i> (virtual, phone, and in-person follow-up visits with Paramedic Services patients). • <u>Tenants</u>: <i>Arcori</i> and <i>digitization of housing waitlists</i> (allow tenants to make requests, submit payments, and access essential information; <i>document accessibility</i> (tenancy-related information is available to all tenants)). • <u>Staff</u>: Adoption of <i>new payroll system, upgraded finance and HR software, new onboarding tools</i> (streamlines routine processes); <i>document modernization</i> (ensures information is organized, secure, and readily accessible by staff to reduce administrative burden and improve efficiency).	Improve client, resident and staff experiences; enhance service delivery and seamless access to services.	• Client satisfaction rate. • Service channel utilization. • User engagement levels. • Number of unique clients, visitors.
	Amendment: The action has been revised to include 'staff' as stakeholders, ensuring their inclusion in considerations related to new technologies. Additionally, the previous examples of technology projects have been grouped under relevant projects and are presented according to the primary stakeholder groups. Update: The organization has made substantial strides with technology projects across the organization, with several key milestones already achieved and others actively underway. In Ontario Works (OW), the launch of the Waitwell system has been successfully completed. The Children's Services team has completed the development of a reporting portal, eliminating the need for Excel-based tracking, and launched an external SharePoint site with ongoing content updates. They've also implemented Power Automate workflows—partnered with Microsoft Lists—to streamline access requests, with automated email responses now fully operational. Within Housing Services, the digitization of the waitlist is complete, and the Arcori system has undergone a launch. Training has been finalized to link providers like NDHC to Arcori. This rollout is scheduled to continue through the fall.		

	For NDHC, tenants have been granted access to online forms through the website to submit work requests, complaints and household updates. However, the Arcori mobile app remains on hold due to incomplete development. The Connect Team's GPS tracking feature is currently in testing. In Paramedic Services the SeamlessMD program for hips and knees has been fully deployed, offering virtual, phone, and in-person follow-ups to reduce emergency visits. A training plan is being developed to allow expansion into urology for Q4, supported by the introduction of handheld ultrasound devices (POCUS). The Corporate team has completed the second transition to the new payroll provider, Payworks. Finance software upgrades are delayed while the vendor stabilizes the beta solution. A multi-year initiative across all departments is in early planning stages to establish a comprehensive document management policy. This includes standards for retention, accessibility (AODA compliance), availability across platforms, storage protocols, and translation practices—ensuring documents are usable, secure, and inclusive. Completion: 50%.		
26 SP2- T20 M.S. J.A.	Fully utilize SharePoint or investigate a new document management system.	Documents, information, and data are located in a secure, central location for ease of reference, retrieval, and merging files.	• SharePoint site stats (usage, uploads, downloads, adoption, etc.) • Staff satisfaction.
	Update: SharePoint has been implemented and is now operational/ongoing. Completion:100%		
28 SP2- T22 T.B A.M.	Explore opportunities to generate savings through NDHC energy retrofits or other upgrades.	A reduction in the total cost of building ownership.	• Building performance. • Energy use minimization.
	Update: NDHC continues to explore any opportunities to support efficiencies for all properties as they arise. For example, Enbridge, CMHC, North Bay Hydro, HSC, ONPHA, etc. Completion: 20%.		

GOAL: Maximize Human Service Impact

Priority: Strengthen Partnerships, Collaboration, and Opportunities for Internal and External Service Integration. *Implement strategies to combine/ share administrative and/or operational service activities to eliminate duplication and costs, better meet the needs of clients and residents, and improve their service experience and outcomes.*

	Action	Outcome	Area of Performance /Indicators
30 SP2- T31 All	Re-establish and enhance current relationships and/or build new ones to realize common goals and leverage resources and projects for specific priorities or joint planning and service delivery initiatives.	Increased community resources for a common purpose.	Description of projects with partners where resources are combined for a common purpose or goal.
	Update: In pursuit of common goals and more effective service delivery, the DNSSAB programs and departments have been actively re-establishing and strengthening relationships with a diverse network of local partners as evidenced by the examples below. The emphasis on building and maintaining relationships will now be an ongoing process and will be incorporated into DNSSAB job descriptions going forward. From a human resources perspective, connecting with local secondary and post-secondary schools such as St. Joseph-Scollard Hall, Chippewa, Canadore College and Nipissing University to deliver guest lectures, information sessions and attend career fairs, is supporting workforce development and succession planning. Exploring opportunities to further enhance existing relationships with employment service providers, like YES Employment Services, North Bay Indigenous Friendship Centre, and North Bay Disability Employment Opportunities Centre will further align recruitment strategies, promote diversity and inclusion, and tap into shared training resources. Housing Services has made significant strides in working alongside municipalities, developers, and community organizations to advance affordable housing initiatives (e.g. ADU and Canadore College projects). Enhanced relationships with health partners such as Paramedic Services and North Bay Regional Health Centre (NBRHC) have expanded support for individuals experiencing homelessness, particularly those accessing the Low Barrier Shelter and Northern Pines transitional housing. A partnership with True Self has further increased community capacity to connect unsheltered individuals to services and culturally appropriate supports. Coordinated Access has also played a pivotal role in improving service alignment and prioritization of housing resources, deepening relationships with community		

	partners. New and strengthened collaborations with the Children's Aid Society (CAS) and Crisis Centre North Bay (CCNB) have enabled rent subsidy programs for youth aging out of care, supporting their transition to permanent housing. Similarly, enhanced ties with transitional housing operators have facilitated rent subsidies for individuals moving toward stable housing. As part of the provincial Employment Services Transformation in early 2025, Ontario Works (OW) has reprofiled some positions into Service Navigation and Community Liaison (SNCL) roles to deepen community engagement and strengthen relationships. This shift has increased OW's visibility and accessibility, allowing services to be delivered directly within trusted community spaces such as Northern Pines, North Bay Regional Health Centre, Salvation Army, Canadian Mental Health Association, and No More Tears West Nipissing, with additional outreach to True Self and the Indigenous Friendship Centre. New partnerships with Horizons Women's Resources Centre and Mattawa Women's Resource Centre have also been established for on-site support as needed. Internally, OW has strengthened collaboration with NDHC to proactively support clients at risk of eviction and launched a Resource Centre Attendant role to facilitate partner services at DNSSAB's North Bay office. A new partnership with Agilec has also restored service delivery in South Algonquin following the closure of the Employment Resource Centre. Complementing these efforts, OW initiated a "walking tour" in late 2024 to foster informal, relationship-building visits with community partners, and is actively exploring ways to better align with Coordinated Access Nipissing where it intersects with OW service delivery. Children's Services and Paramedic Services have also strengthened collaboration with health units and external agencies, resulting in the development of new roles and joint initiatives to meet evolving needs. The introduction of the Community Health and Integration role in Paramedic Services has led to increased interaction with external agencies and other DNSSAB departments. Completion 100%.		
32 SP2- T33 S.K.	Seek opportunities to integrate Nipissing Paramedic Services with other DNSSAB departments and community home care and supports.	Client and resident needs are identified and addressed through paramedic connection with vulnerable populations and evolving community needs.	Number of calls resulting in referrals to DNSSAB and community services and programs.
	Update: Creation of new position - Deputy Chief of Community Health and Integration effective July 20, 2024. This role will continue to oversee the Community Paramedic (CP) Program, however, will add support from a healthcare perspective to all DNSSAB departments and will focus on improving community collaboration. Funding was also received from Ontario Health for a permanent Health Care Systems Coordinator that will support community engagement and workflow management for the existing CP program. Cross orientation of Paramedic Services with internal departments has been initiated. The development of the Deputy Chief of Community Health and Integration is a resource for healthcare reference for all departments and will proactively engage to source		

	supportive opportunities. Additional cross departmental orientation will be planned to ensure Paramedic Services is well versed on social service supports for the greater community. Regular clinics coordinated with NDHC social housing complexes, full-time - Monday to Friday 8-4 presence of Community Paramedic situated at transitional housing (Northern Pines) location. Completion: 100%.
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Priority: Enable Client Self-sufficiency and Decrease the Reliance on Social Assistance. *Enable Ontario Works clients to move towards employment, education, income security, and independence and away from social assistance and dependency on the system.*

	Action	Outcome	Area of Performance/ Indicator
34 SP2- T35 M.G.	Conduct a service delivery model review to transition the Ontario Works program into a program that is focused on life stabilization.	Improved client outcomes.	• Decrease in Recidivism • Optimize Resources • Workforce Alignment • Increase in % of clients attaching to support services
	Update (May 2025): Service delivery model review complete. Employment Team eliminated with 3 new job descriptions created, posted and filled internally - 2 Ontario Works System Navigator & Community Liaisons and 1 OW Support Centre Attendant. Positions started on April 7th. All employees impacted by change remain employed with exception to the staff working in Whitney ERC. Referral protocols with Employment Ontario are in place. Slower than expected uptake in some areas but processes are new and will take time. Plans are underway to arrange for other Community Partners such as the Crisis Centre ID clinic, Health Unit, Paramedicine etc. to visit Support Centre to provide services and information. Risk Management Specialist involved with respect to Use of Space Agreements. Communication sent to City of North Bay seeking clarification on lease language. Completion: 90%.		
35 SP2- T48 M.G.	Enhance referral tracking mechanisms to better support the new service delivery model through the Employment Services Transformation.	Effective and efficient tracking and monitoring of client activities to improve case planning and overall case management.	• Data that can be leveraged to provide feedback to the province on the success/failure of the transition. • Data that can assist with program planning.

	Update: Clark Tool has been fully modified to track referrals. All community service providers have been populated to match with client needs. Case Management component of tool also fully implemented. Agreement signed. Staff training was completed on May 22nd. High priority ticket has been logged due to a glitch with Case Manager permissions. Case Managers can now verify the following through the tool: number of clients, # of common assessments completed, upcoming action plan reviews, appointments to be booked, upcoming medical documentation and co-residency due dates. All fields on the dashboard are hyperlinks to the associated client profiles. In the past all of these things would have been tracked through excel spreadsheets. Slow transition into fully utilizing the tool. As client profiles get updated on a touch the file basis. The full caseload does sync with tool through SAMS extracts however until the assigned Case Manager updates all fields in the tool for each client the full functionality of the tool cannot be optimized. Training was only completed in May 2025 therefore it will take time for this work to be completed. There is also a ticket that was logged with City IT to sync additional data fields from the SAMS extract to reduce the administration burden on Case Managers. City IT has provided the cost but work has yet to be completed as IT is waiting on additional information on what fields need to be synced. Staffing changed with City IT is resulting in a loss of knowledge re: SAMS extracts. Completion: 90%.		
36 SP2- T49 M.G.	Transition front line employment services to Employment Ontario through engagement and consultation with the Service System Manager.	Improved client outcomes.	• Increase in outcomes to employment. • Increase in the number of referrals to Employment Ontario. • Decreased social assistance dependency
	Update (June 2025): Staff have transitioned to the new model effective March 1, 2025. Completion: 100%		

Priority: The DNSSAB is well positioned and aligned for maximum performance heading Into the future. *Ensure the optimal use of DNSSAB resources and that the operating structure and processes are efficient, effective, and poised for high-quality service delivery.*

	Action	Outcome	Area of Performance/ Indicator
37 SP2- T50 D.P.	Conduct a DNSSAB organization review.	The DNSSAB's organization design, structure, and resources are aligned with the Board's responsibilities, legislated mandates, and delivery of core services.	A report with key findings, conclusions, and recommendations that meet the stated objectives.
	Update: The organizational review has been completed, with KPMG delivering the final report and presentation to the Board at the June 2025 Board meeting. As the project moves from development to implementation, the next step is to bring a fall report to the Board on the organization review priorities. Completion: 100%		

GOAL: Seamless Access

Priority: Increase Equitable Access to Quality Early Learning and Child Care. Remove barriers such as access, affordability, staff availability, and geographic location to ensure all families have equitable access to child care and fee subsidies.

	Action	Outcome	Area of Performance/ Indicator
38 SP2- T36 L.D.P.	Assess financial supports available to service providers to ensure affordable and sustainable licensed child care options are available to families across the district.	Quality early learning and child care is affordable for all families.	Child care affordability measures (e.g. percentage/ share of family income or wage spent on child care).
	Update: Renewal of the Canada-Wide Early Learning and Child Care Agreement is in progress however has not been fully negotiated or signed. Ontario has indicated a shortfall of funds thereby limiting the ability to move forward with reduced fees. Families across the province were advised late April 2025 via letter from the Minister of Education that fees may increase higher than the \$22/day if the province is unable to negotiate the funds needed to maintain the current system and reach the goal of \$10/day average. Completion: 70%		
39 SP2- T37 L.D.P.	Implement a strategy to support rural and underserved communities throughout the district (i.e. EarlyON Mobile Unit, home child care, etc.).	Families living in rural and under-served communities have access to quality early learning and child care.	- Increased rural child care participation rate. - Increased population share of children ages 0-12. - Increased access to licensed childcare in underserved areas.
	Update: This items is "complete" as it has now become an ongoing item and has been incorporated in the service plan, policies, etc. Growth plan approved by the DNSSAB Board in Fall of 2024. Addendums will be completed as needed, minimum annually. EarlyON mobile unit offering services in rural communities. On going planning with service providers to expand services in underserved areas. Increased licensed child care services in rural areas of the district (e.g. East Ferris, Chisholm, Cash Bay, etc.) Expansion of licensed child care continues - creating a waitlist for expansion of services. KPIs will continue to be tracked. Completion: 100%		

Priority: Improve Service Access in Nipissing District. *Assess the present service network for DNSSAB clients and residents regarding linkage and equitable access to the services, benefits, and resources they need.*

	Action	Outcome	Area of Performance/ Indicator
41 SP2- T39 D.P.	Determine client/resident/ tenant needs through input and feedback from these groups to inform planning and service delivery /access.	The DNSSAB's clients, residents and tenants can access all programs and services to meet their needs.	• Service usage. • Service / program satisfaction score. • Gap analysis.
	Update: This project was originally intended to be a formal, scientific client and tenant survey(s) to be administered by a professional survey firm (through RFP). However, the project was initially put on hold as a budget and resourcing consideration, and then to see what the results and feedback would be from the organizational review and DNSSAB social media platforms. Based on senior team discussion during the recent strategic planning day in June, the team agreed that refining the approach to gathering client, resident, and tenant feedback is essential to inform future planning and service delivery. It was also acknowledged that a generic, 'one-size-fits-all' survey may not give meaningful results given the diversity of DNSSAB programs. As some of the departments are conducting client/tenant surveys within their respective programs, the next step is to do an audit of all current surveys and engagement/ feedback activities to determine what client/tenant data is being collected and where gaps remain. This will also lay the groundwork for a more systematic and coordinated approach to client/tenant surveys and engagement going forward. Depending on the quality and relevance of the data collected through the various program surveys, the data will be combined for analysis to support and fulfill the objectives of this project and action item. Completion: 20%		

Priority: Increase Service Impact. *Through advocacy and taking an evidence-based and client-centred approach, improve service planning and delivery to meet client needs and expectations.*

	Action	Outcome	Area of Performance/ Indicator
45 SP2- T43 J.A.	Streamline processes to reduce both internal and external administrative burden by automating reporting requirements, increasing efficiency, and maintaining conformance and	Reporting requirements are streamlined, efficient, and can be easily accessed and completed.	• Process improvement metrics (efficiency, effectiveness, etc.).

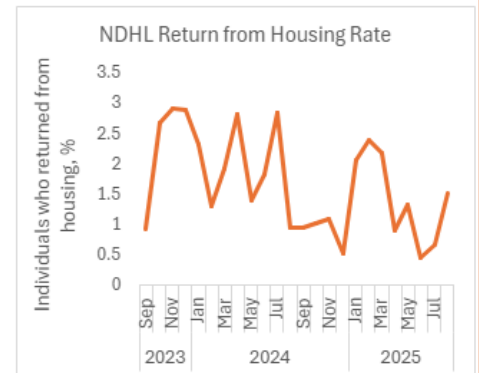
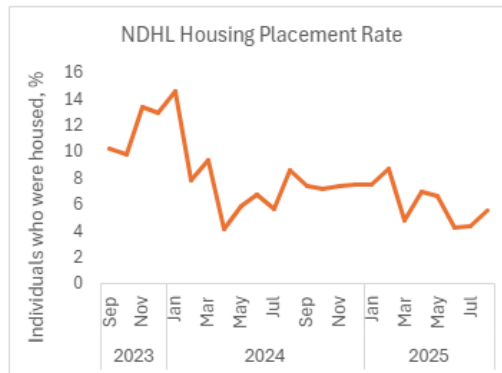
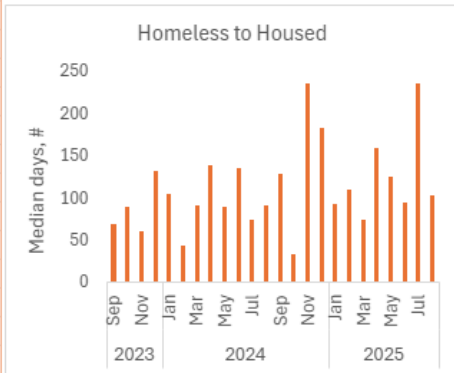
T.K. D.P.	accountabilities (i.e. database: reporting requirements, funding applications, funding allocations, etc.).		
	Update: The KPMG process maps identify pain points and issues, and opportunities for improvement, in the DNSSAB processes that were mapped during the organizational review. The next step is for the respective departments and process owners to review the maps and start making the suggested changes and improvements where practical and feasible. Completion: 60%.		
46 SP2- T44 D.P.	Improve data-driven approach and analytics consistency across all departments, to enhance service system planning, program delivery, and improve outcome measurements.	Advanced data collection and analysis in all departments that supports evidence-based decision-making.	• Data consumption/ utilization (data sets, dashboards, etc.). • Decision-makers/ end-user satisfaction with the data and analysis.
	Update: A central data repository has been created in SharePoint 365 and discussions started with departments on which common datasets to locate there for central data governance and control (e.g. source data for dashboards on the server and public portal). A project with City IT is underway to gain access to the full set of SAMS extracts (currently only have about 40 tables out of 200+) for complete data modeling, analysis, and reporting. NDHC Arcori data is being analyzed with Tableau BI, starting with the housing supply. The Arcori social housing waiting list has recently gone live and also requires underlying data structure work (similar to NDHC social housing management) to connect to the BI system and enable statistical analysis and reporting. Having both Arcori data platforms in place will complete this project objective and action item. <u>Note:</u> The organizational review report includes a recommendation to simplify performance reporting and create a data governance framework for the organization. A governance framework will ensure data quality, security, and compliance across the DNSSAB while also defining clear roles, responsibilities and processes for managing the organization's data. This will further improve the organization's data-driven approach, decision support, and service planning and outcomes. Completion: 70%		
47 SP2- T45 B.P.	Prioritize the policy agenda, and advocate with governments and other bodies to promote and increase awareness of the local, northern and provincial needs concerning housing and homelessness, employment and social assistance, early years and child care, and emergency medical services.	Represent resident's interests, influence policy development, and ensure program sustainability and success.	• Additional funding secured. • Number of advocacy activities. • Successful policy/ program change (legislation, bills passed, etc.).
	Update (May 2025): • ROMA (MCCSS-Food Insecurity/OW Rates, Solicitor General-Annualized Security Funding, and MMAH-Shovel-Ready Housing Projects/Request for capital and operating funding to increase new housing development in the District) • Letter & presentation to MP Rota		

	• Letter & presentation to MP Serré • Letter to MP Gallant • Letter to Minister Calandra (re: Increased flexibility in Workforce Compensation Fund expenditure) • Letter to MP Rochefort Completion: 50%
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DNSSAB Key Performance Indicators, October 2025 Update

REMOVE SYSTEMIC BARRIERS

House Those in Need and Facilitate the Development of Affordable Housing as a Built for Zero Community: stabilize households by focusing on the upstream social determinants and creating more affordable housing options for those who are vulnerable and in need.

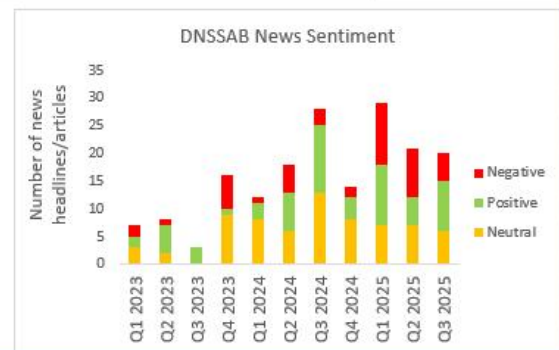
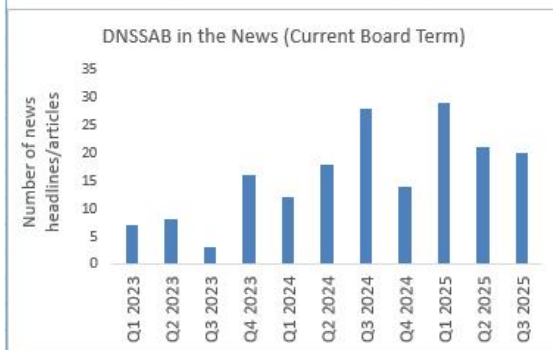
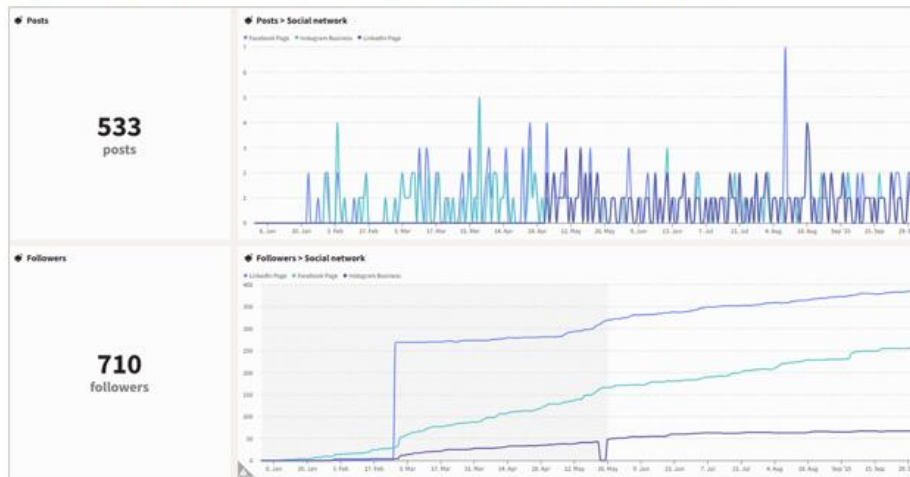


Affordable Housing	2022	2023	2024	2025	Trend
New Affordable Housing Units, #	0	44	0	0	
New Rent Subsidies, #	15	20	19	29	
Housing Waiting List Placement Rate, %	19.3	15.9	10.5	N/A	

*2025 is year-to-date (October 6).

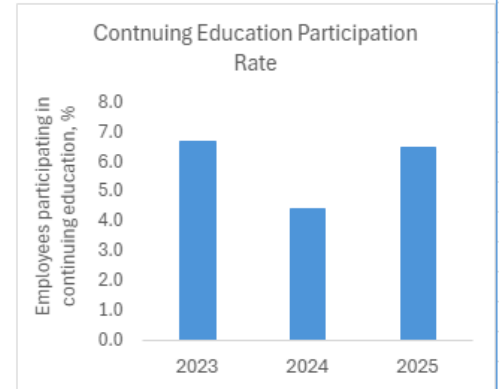
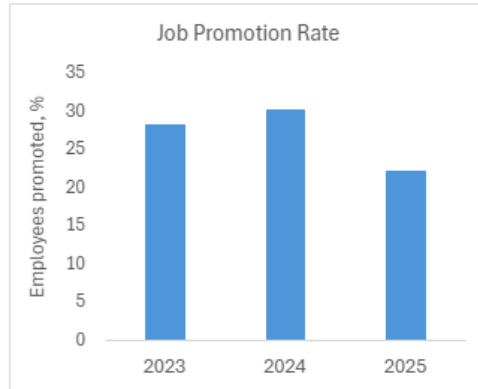
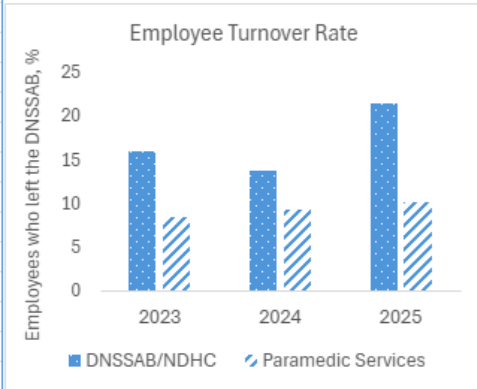
CONTINUOUS IMPROVEMENT-LEARNING AND GROWTH

Strengthen Communications and Public Relations: engage and inform stakeholders to improve communications, inform policy, build education and awareness, and strengthen the corporate reputation and image.



CONTINUOUS IMPROVEMENT-LEARNING AND GROWTH

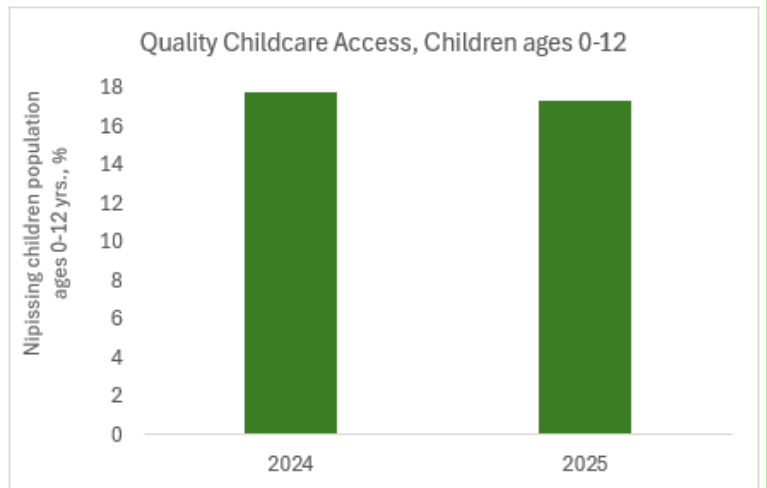
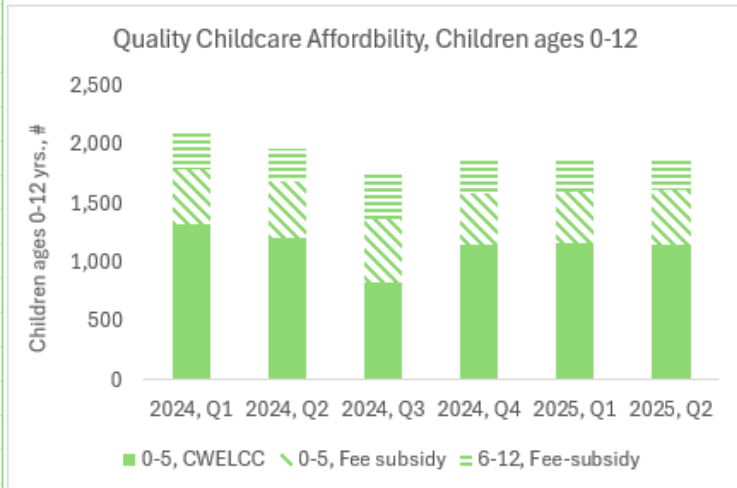
Become an Employer of Choice: build a creative and attractive workplace with strong culture that will attract and retain skilled talent.



*2025 is year-to-date (October 6).

SEAMLESS ACCESS

Increase Equitable Access to Quality Early Learning and Child care : remove barriers such as access, affordability, staff availability, and geographic location to ensure all families have equitable access to child care and fee subsidies.



SEAMLESS ACCESS

Increase Service Impact : *Through advocacy and taking an evidence-based and client-centred approach, improve service planning and delivery to meet client needs and expectations.*



Definitions

Nipissing District Homelessness List (NDHL): All individuals experiencing homelessness in Nipissing District as tracked in the Homeless Individuals and Families Information System (HIFIS).

Coordinated Access Nipissing (CAN) Priority List: All Individuals experiencing homelessness who have given consent to share information between CAN Partner Agencies to be prioritized for housing and support resources.

Homeless to Housed: The number of days individuals spend on the Nipissing District Homelessness List (NDHL) before being housed, calculated as the median number of days.

NDHL Housing Placement Rate: The percentage of individuals on the NDHL who were housed, calculated by dividing the number of clients housed by the number of clients actively homeless on the NDHL and multiplying by 100.

NDHL Return from Housing Rate: The percentage of clients who returned to the NDHL after being housed, calculated by dividing the number of clients who returned to the NDHL by the number of clients actively homeless on the NDHL and multiplying by 100.

New Affordable Housing Units: The number of new affordable housing units created during the reporting period.

New Rent Subsidies: The number of new rent subsidies provided during the reporting period.

Housing Waiting List Placement Rate: The percentage of individuals on the social housing waitlist who were housed, calculated by dividing the number of housed individuals by the total number on the waitlist and multiplying by 100.

Social Media Indicators: The number of DNSSAB posts and followers on social media: Facebook, Instagram, and LinkedIn.

News Media Reach: The number of times that DNSSAB is mentioned in news headlines or articles. The count includes similar content that may appear across multiple news outlets but excludes duplicate headlines/articles.

News Media Sentiment: Measures the tone of news headlines related to DNSSAB, assigning each headline a compounded sentiment score. The score is normalized on a scale from -1.0 (negative sentiment) to +1.0 (positive sentiment), and each result is categorized as negative, neutral, or positive based on its value.

Job Promotion Rate: This is an organization advancement that can happen through a job posting, vacancy, or department restructuring. It is calculated by dividing the number of promotions by the total number of employees and multiplying by 100.

Employee Turnover Rate: The percentage of employees who left the organization during the reporting period, calculated by dividing the number of employees exits by the average number of employees and multiplying by 100.

Continuing Education Participation Rate: The percentage of employees participating in continuing education, calculated by dividing the number of participants by the total number of employees and multiplying by 100.

Childcare Affordability: The number of children ages 0-12 in Nipissing District, receiving fee subsidy and CWELCC (Canada-Wide Early Learning and Child Care).

Average Subsidy Access Ratio: The percentage of children aged 0-12 years receiving fee subsidy and CWELCC during the reporting period, calculated by dividing the number of children receiving the subsidy by the total population ages 0-12 years in Nipissing District and multiplying by 100.

Type of Board Advocacy: The number of Board advocacy activities by type of advocacy.

Board Advocacy Program Area: The number of Board advocacy activities by program area.

 Completed Sept. 2024
 Completed Sept. 2025

Remove Systemic Barriers

House Those in Need & Facilitate the Development of Affordable Housing as a Built for Zero Community

- ✓ **Stabilize Northern Pines and related homelessness services and coordination across the district.**
- ✓ **Explore joint planning initiatives, municipal-owned land, and other opportunities for the construction of affordable housing across the district, with emphasis on rural and outlying areas.**
 - Explore opportunities to utilize available land through the Nipissing District Housing Corporation to create additional affordable and subsidized housing.
 - Investigate ways to get NDHC's social housing units with the highest need, attached to housing and clinical mental health supports or designated as supported living.
 - Identify housing development projects and prepare business cases in advance to respond quickly to funding opportunities, applications, and provincial infrastructure investments.



Continuous Improvement-Learning & Growth

Strengthen Communications, Understanding & Public Relations

- ### Public Relations
- ✓ Develop DNSSAB indigenous land acknowledgment statement.
 - ✓ Develop a corporate social media plan that aligns with the corporate goals.
 - ✓ Implement strategies to engage early years and child care professionals by creating an online community of practice.
 - Run a communications campaign to position Nipissing Paramedic Services and other DNSSAB programs as an integral part of the community.

Become an Employer of Choice

- Develop a recruitment, retention, and succession strategy.
- ✓ **Seek opportunities for staff to participate in career and skill development.**
- Ensure that work processes are well documented and accessible to assist with succession planning.
- ✓ **Attract, retain and increase the number of Registered Early Childhood Educators and professionals working in the sector.**
- Investigate the pros and cons of employing NDHC housing maintenance contractors directly versus the current practice of hiring them externally.
- Measure DNSSAB's workplace environment and culture to evaluate the current level.

Encourage Organizational Development & Growth

- Organize training for Board members.
- ✓ **Conduct service network training and education.**
 - Develop a type of cross-department familiarization program.
 - Increase team-building activities within and across departments.
- ✓ **Ensure that staff have sufficient time allotted to attend training and professional development events and activities.**

Develop Advanced Technology Solutions

- ✓ **Achieve an organization-wide commitment to technology.**
 - Prioritize and implement new software and databases and/or upgrade legacy systems (housing management/ waitlist system, E-scribe).
 - Investigate new technologies to improve client, resident, and staff experience
- ✓ **Fully utilize SharePoint or investigate a new document management system.**
- ✓ **Secure and protect computer systems/ networks from cyber attacks.**
 - Explore opportunities to generate savings through NDHC energy retrofits or other upgrades.



Maximize Human Service Impact

Strengthen Partnerships, Collaboration, & Opportunities for Internal & External Service Integration

- ✓ **Formalize the sharing of information, service coordination and collaboration, and direct client referrals with select service providers.**
- ✓ **Re-establish and enhance current relationships and/or build new ones to realize common goals and leverage resources and projects for specific priorities or joint planning and service delivery initiatives.**
- ✓ **Seek opportunities to integrate Nipissing Paramedic Services with other DNSSAB departments and community home care and supports.**

Enable Client Self-sufficiency & Decrease Reliance on Social Assistance

- ✓ **Stronger OW program alignment with life skills and literacy initiatives; ensure maximum client participation and community integration where possible.**
 - Conduct a service delivery model review to transition the Ontario Works program into a program that is focused on life stabilization.
 - Enhance referral tracking mechanisms to better support the new service delivery model through the Employment Services Transformation.
- ✓ **Transition front line employment services to Employment Ontario through engagement and consultation with the Service System Manager.**

Ensure the DNSSAB is Well Positioned & Aligned for Maximum Performance Heading into the Future

- ✓ **Conduct an organization review.**
 - Increase Equitable Access to Quality Early Learning & Child Care.*
- ✓ **Implement a strategy to support rural and underserved communities throughout the district (i.e. EarlyON Mobile Unit, home child care, etc.).**
 - Assess financial supports available to service providers to ensure affordable and sustainable licensed child care options are available to families across the district.



Seamless Access

Improve Service Access in Nipissing District

- ✓ **Undertake a feasibility study to establish a Homelessness Hub that is open during the day, seven days a week, 365 days/yr.**
 - Determine client/resident/ tenant needs through input and feedback from these groups to inform planning and service delivery /access.
- ✓ **Identify and explore opportunities for co-location of services as part of establishing wrap-around services for clients.**
- ✓ **Investigate opportunities to provide outreach services to clients and meet them in their own space/ ‘where they are at’; increase opportunity for in-person service access.**
- ✓ **Identify and remove any gaps in service delivery, including the reliance on technology which may present a barrier to accessing services.**

Increase Service Impact

- Streamline processes to reduce both internal and external administrative burden by automating reporting requirements, increasing efficiency, and maintaining conformance and accountabilities.
 - Improve data-driven approach and analytics consistency across all departments, to enhance service system planning, program delivery, and improve outcome measurements.
 - Prioritize the policy agenda, and advocate with governments and other bodies to promote and increase awareness of the local, northern and provincial needs concerning housing and homelessness, employment and social assistance, early years and child care, and emergency medical services.
-  **Establish program sustainability for the Nipissing Community Paramedicine (CP) program across the district.**

