DNSSAB BOARD MEETING POST-MEETING AGENDA

Date: Wednesday, October 22, 2025, 1:30 p.m.

Location: DNSSAB Boardroom

200 McIntyre Street East, North Bay, ON, P1B 8V6

Pages

4

1. Call to Order

Recommended Motion:

THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the DNSSAB Board Meeting of October 22, 2025, at 1:20 PM.

1.1 Declaration of Conflict of Interest

2. Opening Remarks by the Chair

3. Approval of Agenda

Recommended Motion:

THAT the DNSSAB Board accept the Agenda for the October 22, 2025, Board meeting.

4. Approval of Minutes

Recommended Motion:

THAT the DNSSAB Board adopt the minutes of the **September 24, 2025**, proceedings of the Finance and Administration Committee Meeting and the DNSSAB Board Meeting.

5. Delegations

There are no Delegations for the October 22, 2025, DNSSAB Board meeting.

6. CAO Verbal Update

Recommended Motion:

THAT the DNSSAB Board receive the CAO's Verbal Update as presented to the Board on October 22, 2025.

7. Consent Agenda

All items in the consent agenda are voted on collectively. The Chair will call out each item for

consideration of discussion. Any item can be singled out for separate vote; then, only the remaining items will be voted on collectively.

Recommended Motion:

THAT the Board receives for approval and information, Consent Agenda items 7.1 through 7.5.

	7.1	2025/26 Canada-Ontario Housing Benefit (COHB) Allocation Plan, HS-2025-040	13
	7.2	2025/26 District Wide Cold Weather Plans, HS-2025-041	15
	7.3	Update on New Housing Programs, HS-2025-039	19
	7.4	Public and Stakeholder Complaints Board Policy, HR-2025-006	24
	7.5	Revised Board Whistleblower Policy, HR-2025-005	31
8.	Manage	ers' Reports	
	8.1	A Snapshot of Homelessness Migration and Origin in Nipissing District, CORP-2025-024	40
	8.2	Strategic Plan Progress Update, CORP-2025-026	53
	8.3	Truth and Reconciliation Ad Hoc Committee Update, CORP-2025-025	88
	8.4	Healthy Communities Fund Review, CORP-2025-022	91

Deferred item and resolution from the September 24, 2025, DNSSAB Board meeting.

A decision on this resolution will follow once the in-camera session has concluded.

Recommended Motion:

THAT the District of Nipissing Social Services Administration Board (DNSSAB), following its review of the Healthy Communities Fund (HCF), maintain the annual distribution and allocations to the current HCF organizations.

9. Move In Camera

Recommended Motion:

THAT the DNSSAB Board move in-camera on **October 22, 2025,** at **2:19 PM** to discuss negotiation and personnel matters.

- 9.1 Item #1
- 9.2 Item #2
- 9.3 Item #3
- 9.4 Item #4
- 9.5 Item #5
- 9.6 Back to Open Session

10. Adjourn In Camera

Recommended Motion:

THAT the DNSSAB Board approve the actions and directions discussed at the **October 22, 2025**, in-camera session.

11. Other / New Business

12. Next Meeting Date

The next DNSSAB Board meeting will be held on November 26, 2025.

13. Adjournment

Recommended Motion:

THAT the DNSSAB Board Meeting of October 22, 2025, be adjourned at 3:09 PM.

FINANCE AND ADMINISTRATION COMMITTEE MEETING MINUTES OF PROCEEDINGS

Date: September 24, 2025, 12:30 p.m.

Location: DNSSAB Boardroom

200 McIntyre Street East, North Bay, ON, P1B 8V6

Members Present: Vice Chair Maggie Horsfield

Amanda Smith Chris Mayne Dan O'Mara Ethel LaValley Jamie Restoule Justine Mallah Lana Mitchell Mark King

Mélanie Chenier

Terry Kelly

Members Absent: Chair Peter Chirico

1. Call to Order

The Chair called the meeting to order at 12:26 PM.

Resolution #: FA 2025-10

Moved by: Chris Mayne

Seconded by: Mélanie Chenier

THAT the Committee accepts the Roll Call as read by the Recording Secretary for the Finance and Administration Committee meeting of **September 24, 2025**, at

12:26 PM.



1.1 Declaration of Conflict of Interest

Board Member Lana Mitchell declared a conflict with item 5.1 as her employer receives funding from the DNSSAB.

Board Member Amanda Smith declared a conflict with item 5.1 as her employer receives funding from the DNSSAB.

2. Opening remarks by the Chair

3. Approval of Agenda

Resolution #: FA 2025-11

Moved by: Justine Mallah

Seconded by: Mélanie Chenier

THAT the Committee accept the Agenda for the **September 24, 2025**, Finance and Administration Committee meeting.

CARRIED

4. Delegations

There were no Delegations for the September 24, 2025, Finance & Administration Committee meeting.

5. Consent Agenda

Resolution #: FA 2025-12

Moved by: Jamie Restoule Seconded by: Mark King

THAT the Committee receives for information, Consent Agenda item 5.1.

- 5.1 DNSSAB Year-to-date (YTD) Financial Report, January 1 to June 30, 2025, CORP-2025-021
- 6. Managers' Reports
 - 6.1 2025 Reserves Report, CORP-2025-017



Resolution #: FA 2025-13

Moved by: Justine Mallah Seconded by: Terry Kelly

THAT the District of Nipissing Social services Administration Board (DNSSAB) approves the changes to the Reserves Policy and the reserves recommendations as outlined in Board Report #CORP-2025-017.

CARRIED

6.2 2026 Preliminary Budget Issues Report, CORP-2025-018

7. Move In-Camera

An in-camera session was not required for the September 24, 2025, Finance & Administration Committee meeting.

8. Adjourn In Camera

9. Other / New Business

No new business was brought before the Committee.

10. Next Meeting Date

11. Adjournment

Resolution #: FA 2025-14

Moved by: Dan O'Mara

Seconded by: Amanda Smith

THAT the Finance and Administration Committee meeting of **September 24, 2025**, be adjourned at **1:46 PM**.

DNSSAB BOARD MEETING

MINUTES OF PROCEEDINGS

Date: September 24, 2025, 1:30 p.m.

Location: DNSSAB Boardroom

200 McIntyre Street East, North Bay, ON, P1B 8V6

Members Present: Chair Mark King

Vice Chair Lana Mitchell

Amanda Smith
Dan O'Mara
Ethel LaValley
Jamie Restoule
Justine Mallah
Maggie Horsfield
Mélanie Chenier

Terry Kelly

Members Absent: Chris Mayne

Peter Chirico

1. Call to Order

The Chair called the meeting to order at 2:00 PM.

Resolution #: DNSSAB 2025-58

Moved by: Justine Mallah

Seconded by: Vice Chair Lana Mitchell

THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the DNSSAB Board Meeting of **September 24, 2025**, at **2:00 PM**.



1.1 Declaration of Conflict of Interest

Board Member Lana Mitchell declared a conflict with item 8.1 as her employer receives funding from the DNSSAB.

Board Member Amanda Smith declared a conflict with item 8.1 as her employer receives funding from the DNSSAB.

2. Opening Remarks by the Chair

3. Approval of Agenda

Resolution #: DNSSAB 2025-59

Moved by: Dan O'Mara

Seconded by: Maggie Horsfield

THAT the DNSSAB Board accept the Agenda for the **September 24, 2025**, Board

meeting.

CARRIED

4. Approval of Minutes

Resolution #: DNSSAB 2025-60

Moved by: Ethel LaValley

Seconded by: Terry Kelly

THAT the DNSSAB Board adopt the minutes of the **June 25, 2025**, proceedings of the Community Services Committee meeting and the DNSSAB Board meeting.

CARRIED

5. Delegations

There were no Delegations for the September 24, 2025, DNSSAB Board meeting.

6. CAO Verbal Update

Resolution #: DNSSAB-2025-61

Moved by: Amanda Smith



Seconded by: Jamie Restoule

THAT the DNSSAB Board receive the CAO's Verbal Update as presented to the Board on **September 24, 2025.**

CARRIED

7. Consent Agenda

Resolution #: DNSSAB-2025-62

Moved by: Mélanie Chenier

Seconded by: Justine Mallah

THAT the Board receives for information and approval, Consent Agenda items 7.1

through 7.5.

CARRIED

- 7.1 2026 Response Time Standards Plan, PS-2025-008
- 7.2 Association of Municipalities Ontario (AMO) Delegations Follow Up, CORP-2025-020
- 7.3 2024 Annual Housing and Homelessness Update, HS-2025-030
- 7.4 Revisions to Purchasing Policy, CORP-2025-019
- 7.5 Travel, Meal and Hospitality Policy Update, CORP-2025-016

8. Managers' Reports

8.1 Healthy Communities Fund Review, CORP-2025-022

Board Member Melanie Chenier requested to defer this item to the next DNSSAB Board meeting, as she has feedback to provide about the service providers included in the CORP-2025-022 report, which may affect other Board members' decision.

Resolution #: DNSSAB 2025-69

Moved by: Justine Mallah

Seconded by: Dan O'Mara

THAT motion DNSSAB-2025-63 be deferred to a future meeting, as further consideration may be required to allow all Board members the opportunity to participate in the decision.

CARRIED

8.2 Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) – 2025-26 Investment Plan, HS-2025029

Resolution #: DNSSAB-2025-64

Moved by: Ethel LaValley

Seconded by: Jamie Restoule

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) – 2025-26 Investment Plan, for the District of Nipissing as set out in report #HS-2025-029; and,

THAT the District of Nipissing Social Services Administration Board authorizes staff to reallocate funds throughout the 2025-26 fiscal year to qualifying projects on emerging priorities within the District.

CARRIED

8.3 Urgent Priority Status Policy Update, HS-2025-032

Resolution #: DNSSAB-2025-65

Moved by: Mélanie Chenier

Seconded by: Vice Chair Lana Mitchell

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the update to the Urgent Priority Status Policy as per report #HS-2025-032.

9. Move In-Camera

Resolution #: DNSSAB-2025-66

Moved by: Ethel LaValley

Seconded by: Justine Mallah

THAT the DNSSAB Board move in-camera on **September 24, 2025**, at **2:40 PM** to discuss a property matter, personal matters about an identifiable individual, negotiations, and advice subject to solicitor- client privilege.

CARRIED

- 9.1 Item #1
- 9.2 Item #2
- 9.3 Item #3
- 9.4 Item #4
- 9.5 Item #5
- 9.6 Item #6
- 9.7 Back to Open Session

10. Adjourn In Camera

Resolution #: DNSSAB-2025-67

Moved by: Justine Mallah

Seconded by: Ethel LaValley

THAT the DNSSAB Board approve the actions and directions discussed at the **September 24, 2025**, in-camera session.

CARRIED

11. Other / New Business

No new business was brought before the Board.

12. Next Meeting Date

The next DNSSAB Board meeting will be held on October 22, 2025.

13. Adjournment

Resolution #: DNSSAB-2025-68

Moved by: Maggie Horsfield

Seconded by: Amanda Smith

THAT the DNSSAB Board meeting of **September 24, 2025**, be adjourned at **3:32**

PM.

BOARD REPORT #HS-2025-040

	⊠ FOI	RINFORM	ATION	or	☐ FOR APPROV	AL
Date:		October 2	2, 2025			
Purpo	se:	2025/26 C	Canada-Ontario	Housing	Benefit (COHB) All	ocation Plan
Depar	Department Head: Stacey Cyopeck, Director of Housing Services					
Approver:		Melanie S	haye, Chief Adr	ninistrative	Officer	
RELATIONSHIP TO STRATEGIC PLAN						
	Alignment w	vith Strate	gic Plan 2022-2	2042: Heal	thy, Sustainable Co	ommunities
	Maximize Impact		Remove Barriers		Seamless Access	Learn & Grow

Maximize Impact: Part of a continuum of housing resources, adding to the choices for individuals and families at risk of homelessness due to socio-economic and safety-based barriers to housing.

Remove Barriers: This benefit allows those who are homeless or at risk of homelessness to receive a flexible, portable benefit that follows them anywhere in the province.

Seamless Access: Builds on partnerships with community partners who have clients in need of affordable and flexible rental amounts.

BACKGROUND

The Canada-Ontario Housing Benefit (COHB) program is a federal-provincial rental subsidy program that launched on April 1, 2020. The program is jointly funded through the Canada Mortgage and Housing Corporation (CMHC)-Ontario Bilateral Agreement under the 2017 National Housing Strategy and is provincially delivered.

The COHB is portable, allowing the household the choice to live anywhere within the Province of Ontario. The DNSSAB, as the Service Manager, submits applications and the Ministry of Finance assesses eligibility and calculates the benefit. Since the COHB was introduced, Nipissing has consistently met and exceeded the anticipated number of applications.

Households that would benefit from the COHB are case conferenced through a Coordinated Access process to help ensure sustainability and efficacy. Priority for households also aligns with the Ministry's suggested priorities around Veterans, individuals experiencing



homelessness, at risk of homelessness, Indigenous, survivors of domestic violence and human trafficking, seniors, youth, and people with disabilities.

On September 18, 2025, the DNSSAB received an allocation letter from the Ministry of Municipal Affairs and Housing, confirming the amount and parameters for the 2025/26 COHB Allocation. The 2025/26 annual allocation is \$237,000 to support 50 households. This is an increase from last year's initial allocation of \$191,000 for 45 households.

In addition to last year's initial COHB allocation, the DNSSAB received confirmation on January 8, 2025, that the Ministry would be adding 17 more households for 2024/25, bringing the total to 62 households. This was a result of other communities not being able to take up their full allocation and the funds being re-distributed. Nipissing was offered some of the re-distributed allocations based on DNSSAB's ability to fulfill them. Should this be the case in 2025/26, the DNSSAB will be prepared to take on additional allocations.

FINANCIAL AND RISK CONSIDERATIONS

In preparation of the late allocation, the Housing team worked with Coordinated Access Nipissing agencies to prioritize households and provide them with Homelessness Prevention Program (HPP) short-term bridging while awaiting the confirmed 2025/26 COHB allocation. There are currently 12 households that have been bridged who will be prioritized for COHB applications. Once these households are approved and begin receiving the COHB benefit, the short-term bridging through HPP funding will end.

OPTIONS AND/OR RECOMMENDATIONS

N/A

NEXT STEPS

Housing staff have begun the application process for individuals who were receiving HPP short-term funding. Once those applications have been completed, community partners will be notified that referrals are being accepted for other households and the Coordinated Access process for prioritizing the remaining households will begin.

RESOURCES CITED

N/A

AUTHOR: Stacey Cyopeck, Director of Housing Services

BOARD REPORT #HS-2025-041

TOD ADDDOVAL

M COD INCODMATION

		X INFORIVI	ATION	OI .	FUR APPROV	AL
Date:		October 2	2, 2025			
Purpose:		2025/26 District Wide Cold Weather Plans				
Depart	Department Head: Stacey Cyopeck, Director of Housing Services					
Approver:		Melanie S	haye, Chief Adr	ministrative	Officer	
RELATIONSHIP TO STRATEGIC PLAN						
4	Alignment v	vith Strate	gic Plan 2022-2	2042: Heal	thy, Sustainable Co	ommunities
	Maximize Impact		Remove Barriers	\boxtimes	Seamless Access	Learn & Grow

Maximize Impact – The District-Wide Cold Weather Plans allow DNSSAB to build on and expand partnerships to assist the homeless population, aiming to leverage internal and external service integration.

Remove Barriers – The District-Wide Cold Weather Plans provide District-wide processes allowing vulnerable populations to access services and supports.

Seamless Access – The District-Wide Cold Weather Plans are provided through Coordinated Access Nipissing Partner Agencies providing navigational services that connect persons experiencing homelessness to needed services.

BACKGROUND

The DNSSAB has developed plans with existing contracted agencies, as well as with the Community Advisory Board (CAB) to help ensure services are available for those living unsheltered District-wide throughout the upcoming winter.

Late in 2024, the DNSSAB received notification of an increase to the base funding through Reaching Home. The CAB recommended these funds be allocated towards Nipissing's cold weather planning. These funds were utilized to increase capacity through shelter overflow



spaces in West Nipissing and North Bay, as well as increase outreach services to those supported in shelter overflow. The funding available for 2025/26 is \$168,000, and the CAB is currently considering the use of these funds for cold weather planning, however, it is anticipated that the recommendation will be similar to what was provided in 2024/25. The Board will be updated as these plans are finalized.

Additionally, in March 2025, the DNSSAB received notification of an additional \$500,000 through Reaching Home, for cold weather supports. These funds were utilized to offset the operating costs of the 24/7 Cold Weather Housing Response Program. Should extra funding be made available again, additional plans will be developed, through collaboration with community partners and the CAB, to ensure all resources are utilized to their fullest.

Northern Pines/Crisis Centre North Bay:

- With the expansion and retrofitting of the current portables on site, the shelter will provide 24/7 services for 21 individuals living unsheltered. This expansion was planned to be completed by November 1, 2025, which would allow the current space at Northern Pines Phase 3 to be used as transitional housing, as intended. Due to construction delays, it is anticipated that the opening of the 24/7 shelter with support will now occur after November 1st.
- Once the expansion of the current Low Barrier Shelter is complete and operational, and Northern Pines Phase 3 becomes transitional housing, the overall bed count will be 81 for 2025, as compared to 70 last winter (using Phases 1, 2 and 3 of Northern Pines, plus 10 motel overflow spaces).
- Discussions continue with the Crisis Centre North Bay (CCNB), who are looking at ways
 of augmenting the use of amenities to provide more sheltered time, day or night, during
 the colder months.
- A District-wide emergency shelter triaging protocol developed in 2024 continues to be in place. This protocol allows for those identified as requiring shelter in the outlying areas of the District to be triaged over the phone by Crisis Centre staff. If a bed is identified as available, transportation is arranged to North Bay and back to their home community, as required. This helps to address the reduced options in the outlying areas.

True Self-Debwewendizwin:

- True Self Debwewendizwin District-wide outreach provides support and connections to services for individuals who live unsheltered and in encampments. These outreach services continue throughout the winter to mitigate risks and encourage those remaining unsheltered to access the services available. As mentioned earlier, their partnership with the Community Paramedicine program significantly augments these efforts.
- The outreach team can provide transportation as needed from outlying areas for individuals looking to connect with the shelter options or other access points in the District.



 True Self also works closely with No More Tears West Nipissing who offers a drop-in space for individuals seeking temporary shelter from the weather, including some basic amenities. This partnership ensures District-wide connections are in place to link individuals to essential services.

Community Paramedicine Program:

- The Community Paramedicine (CP) program maintains an outreach service to meet and support the health care needs of priority populations. This demographic has specific health care challenges including system access, support, education, stigma and consistency in care.
- The CP program has a paramedic stationed out of the Northern Pines location to offer on-site care. Additionally, the CP program has been working together with True Self as part of their street outreach and connecting with those living unsheltered District-wide. This partnership has been very successful in building relationships as well providing an invaluable service which will continue over the winter months.
- Since September 1, 2025, the CP program has made 75 patient contacts through their partnerships with True Self and Northern Pines. These collaborations will continue throughout the winter months, providing much needed care mitigating health and safety risks for those that are most vulnerable.

Extreme Cold Weather:

- DNSSAB's Shelter Bed Eligibility Policy will continue to address instances of extreme cold weather (ECW).
- DNSSAB alerts CCNB based on cold weather alerts received from North Bay Parry Sound District Health Unit via Environment Canada.
- Cold weather alerts are sent when temperatures will reach -15C or a wind chill factor of -20C. The cap on motel overflow is lifted when these alerts are received.
- CCNB triages clients utilizing available motel rooms, internal shelter bed space as well
 as programming space to help ensure no one is turned away during these cold weather
 events.
- Last winter, there were no individuals turned away during ECW nights.

Low Income People Involvement:

- Low Income People Involvement (LIPI) is contracted by DNSSAB to act as the lead for emergency homelessness responses when multiple households are at risk of homelessness due to an event such as fire, flood, or a building being condemned.
- This essential service ensures timely responses and case management for any such event with a solution focused approach to help alleviate evictions and explore alternatives.



 Working in conjunction with available community resources, these emergency responses mitigate and divert unnecessary shelter usage while ensuring families are not left unsheltered.

FINANCIAL AND RISK CONSIDERATIONS

When the Extreme Cold Weather Protocol is enacted and the overflow cap is lifted, the Crisis Centre attempts to acquire motel rooms to mitigate the number of individuals being turned away. As a result, this expense is variable and dependant on the number of alerts that occur within the winter season as well as the number of motel rooms that are available at the time. The costs for these spaces may be above the amount budgeted for overflow through Homelessness Prevention Program funds. In 2024/25, the cost for the Extreme Cold Weather Protocol was \$72,315.

OPTIONS AND/OR RECOMMENDATIONS

N/A

NEXT STEPS

Cold weather planning continues for the upcoming 2025/26 cold weather season. Hours of the current Low Barrier Shelter are being temporarily expanded from November 1, 2025 to March 31, 2026, to ensure a 24/7 shelter with housing supports is available during the cold winter months.

Staff will monitor available funding opportunities to further expand homeless services for the upcoming winter months, and beyond. The Board will be updated should funding be received, and any significant enhancements can be made to the cold weather plan for 2025/26.

AUTHOR: Stacey Cyopeck, Director of Housing Services

BOARD REPORT #HS-2025-039

TOD ADDDOVAL

		ATION	OI .		AL	
Date:	October 2	22, 2025				
Purpose:	Update o	Update on New Housing Programs				
Department Head: Stacey Cyopeck, Director of Housing Services						
Approver:	Melanie S	Shaye, Chief Adr	ministrative	Officer		
RELATIONSHIP TO STRATEGIC PLAN						
Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities						
⊠ Max Imp	imize 🖂	Remove Barriers		Seamless Access	Learn & Grow	

Maximize Impact: These programs maximize impact by increasing the supply of affordable rental housing units, addressing a significant need throughout the District.

Remove Barriers: These programs remove barriers for residents seeking affordable, appropriately sized housing by offering rents at or below Average Market Rent, along with deeply affordable units through rent supplements. The additional subsidized units will enable DNSSAB to house more individuals and households in need.

Seamless Access: The increase in subsidized units will expand housing stock for District residents, reducing wait times to access units.

BACKGROUND

Additional Dwelling Unit Program

M EOD INFORMATION

In May 2024, through report <u>#HS-2024-20</u>, the Board approved the Additional Dwelling Unit Pilot Program, allocating \$550,000 from the Affordable Housing Reserves to support one household in each municipality in creating an additional dwelling unit within their home or on their primary property.

In September 2024, through report <u>#HS-2024-27</u>, the Board approved an additional \$580,980 for the Additional Dwelling Unit Program, enabling a minimum of 25 units to be built across the District.



There are currently 15 additional dwelling units under construction spread across the following municipalities:

Municipality	Number of Units
Mattawa	4
West Nipissing	4
Bonfield	2
North Bay	4
East Ferris	1
Total	15

Additional Dwelling Unit in Bonfield

Bedroom





Living Space and Kitchen







Bathroom with Storage Space





Entrance Door and Stairs





Canadore College Cohabitation Project

In September 2024, Housing Services sought approval to enter into negotiations with Canadore College that would authorize up to 35 rental subsidies at 681 Commercial Street in North Bay. Since this approval, DNSSAB staff have been advised that there are in fact 39 units available at this property.



The project seeks to target older adults above the age of 55 with flexibility to house individuals above the age of 45 only if there is no active waitlist of applicants aged 55 and older. In that case, applicants aged 45 and above may be considered for housing. The units available are primarily 2-bedroom units and are provided through a cohabitation model. Each tenant has their own bedroom and shares the remaining areas of the apartment such as the kitchen, living room, and washroom with their assigned roommate.

The Cohabitation Program has evolved into a community that includes students, staff, children and grandchildren of staff, military personnel, and veterans, along with households from the waitlist registry and the Prioritization List.

The Cohabitation Program has introduced the following supports for residents:

- A community lounge accessible to everyone living on-site.
- Transportation assistance, including skill-building for using city transit and navigating transportation options.
- Technology support with drop-in sessions available for tenants.
- On-site volunteer opportunities for tenants such as lounge monitoring and participation in the garden team.
- Social activities, including cards, games, puzzles, and parties.
- Community gardens to foster food sustainability.
- A food security initiative available to all tenants.
- Presentations offered by Canadian Shield Health Care Services.

The program is utilizing a phased-in approach to occupancy, with 25 tenants currently housed from DNSSAB's waitlist and Prioritization List. Early successes have generated increased interest in the program, with 25 additional household applications received to date for the waitlist.

FINANCIAL AND RISK CONSIDERATIONS

Due to the phased-in approach to occupancy of the Cohabitation Program, a surplus is expected in the 2025 rent supplement budget.

Staff have successfully leveraged Ontario Priorities Housing Initiative funding to support up to six units in the Additional Dwelling Unit Program. As a result, no funds have yet been drawn from the Affordable Housing Reserve. Staff will continue to leverage funds wherever possible. The Affordable Housing Reserve funds will support the ongoing continuation of the program.

OPTIONS AND/OR RECOMMENDATIONS

N/A



NEXT STEPS

- Continue processing applications to the Additional Dwelling Unit Program until the approved funding from the Affordable Housing Reserve is fully committed. The Board will receive updates as these units progress.
- Continue collaborating with Canadore on the phased-in approach to the Cohabitation Program until all units are fully occupied.

RESOURCES CITED

N/A

AUTHOR: Stacey Cyopeck, Director of Housing Services

BOARD REPORT #HR-2025-006

M FOR ADDROVAL

TOD INCODMATION

		Or	△ FUR APPR	OVAL		
Date:	October 22, 2025					
Purpose:	Public and Stakeho	lder Compl	aints Board Policy	,		
Department	Head: Tara Kraemer, Manag	ger of Huma	n Resources			
Approver:	Melanie Shaye, Chief	Melanie Shaye, Chief Administrative Officer				
RECOMMENDATION That the DNSSAB adopt the new Public and Stakeholder Complaints Policy framework for resolving formal complaints. RELATIONSHIP TO STRATEGIC PLAN						
Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities						
☐ Maxin			Seamless Access	⊠ Learn & Grow		

This change aligns with DNSSAB's strategic objective of Continuous Improvement and Adaptation – Learning and Growth. By taking a continuous improvement approach, DNSSAB remains committed to developing processes that ensure effective, efficient, and quality customer service delivery, while strengthening communications and enhancing public relations. The policy reflects the organization's responsiveness to engaging and informing stakeholders to improve communications, informing public policy, and strengthening the organization's reputation and image.

BACKGROUND

The DNSSAB Board consist of 12 Municipal councillors and elected members from the Townships Without Municipal Organization (TWOMO), who are responsible for exercising powers, duties and responsibilities relating to social services, while respecting the DSSAB Act and the DNSSAB's Procedural By-Laws. As elected members, they are committed to the public and stakeholders in their role to respond and action complaints, informal or formal, regarding DNSSAB programs, services and staff members.



FINANCIAL AND RISK CONSIDERATIONS

The Public and Stakeholder Complaints Policy provides a clear and consistent process for addressing formal complaints, promoting accountability, transparency, and trust. This policy strengthens DNSSAB's commitment to quality customer service and compliance with legislative requirements, while helping to minimize legal and financial organizational risks, protects people's privacy, and maintains positive public and stakeholder relationships.

OPTIONS AND/OR RECOMMENDATIONS

That the DNSSAB adopt the new Public and Stakeholder Complaints Policy framework for resolving formal complaints.

NEXT STEPS

With the Board's approval, the Public and Stakeholder Complaints Policy will be issued to all Board members and senior management and reviewed periodically to ensure it is current with best practice and the needs of the DNSSAB.

RESOURCES CITED

N/A

AUTHOR: Tara Kraemer, Manager of Human Resources



Board Policy Public and Stakeholder Complaints

Amendment History

Date	Details	Board Resolution
October 2025	New Policy	

POLICY

The District of Nipissing Social Services Administration Board (DNSSAB) is committed to delivering good customer service to the public and external stakeholders, in alignment with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) – Accessible Customer Service Standard (Regulation 429/07).

The DNSSAB Board of Directors ("the Board") values public input. This policy outlines the types of complaints received from the public and establishes a structured approach for resolving them in a manner that supports positive relationships. It applies to formal complaints, where a member of the public or an external stakeholder chooses to document their concern and requests follow-up. Informal complaints, in contrast, are those resolved immediately without the individual requesting formal documentation or follow up.

ROLES AND RESPONSIBILITIES

Board of Directors

The DNSSAB's Board is committed to providing, respectful, and accessible service to the public, while also reporting any incidents of harassment or violence to the CAO. In alignment with DNSSAB's mission to support accessible human services in the Nipissing District, the Board is committed to conducting all interactions with professionalism and ensuring timely responses.

Communications and Executive Coordinator

The Communications and Executive Coordinator will forward formal complaints to the appropriate department Director or designate. The Coordinator will also inform the CAO and HR, where appropriate. DNSSAB strives to address and resolve all complaints in a timely manner.

DNSSAB Senior Management or Designate

DNSSAB senior management or their designate is responsible for managing formal complaints within their department. They must notify the CAO of the complaint in a timely manner and consult with them as needed throughout the investigation and resolution process. Responsibilities include conducting the investigation, determining appropriate next steps, implementing corrective actions, responding to the complainant, or escalating the issue when necessary.

CAO

The CAO must be informed in a timely manner of all formal complaints, investigations, and their outcomes, and be consulted as necessary during the investigation and resolution determination process. If necessary, the CAO will provide supports to maintain the health and safety of those affected and provide information on the procedures associated with this policy. The CAO will demonstrate and promote the maintenance of confidentiality at all stages of the investigation. For complaints involving allegations of harassment, discrimination, or violence, the CAO will consult with Human Resources (HR) in accordance with the DNSSAB Workplace Respect Policy.

Human Resources (HR)

HR will act as the investigator when allegations of harassment, discrimination or violence are made. HR will take all complaints seriously and will respond to every threat and incident. If HR cannot be impartial in the investigation process, if they are named as a party in a complaint, or if they feel the situation warrants it, a third-party investigator may be used. If a member of senior management or the CAO is named as a party in a complaint, it must be forwarded to a third-party investigator for investigation. The DNSSAB will deal with all complaints or incidents of workplace harassment in a fair and timely manner in accordance with the DNSSAB Workplace Respect policy (includes harassment, discrimination, violence).

REPORTING PROCEDURE

The Board recognizes that the public may wish to make a formal complaint about the organization or its employees. In accordance with this policy, the CAO of the Board is responsible for making reasonable efforts to ensure the complaint resolution process is

fair and consistent in collaboration with senior management or designate of the department.

Formal Complaints

When a Board member receives a formal complaint as defined in this policy, they will forward the complaint to the CAO, who will forward it to the appropriate department for review and action.

Frivolous or Vexatious Complaints

If the complaint is found to be frivolous, vexatious, or has been submitted dishonestly or in bad faith, the DNSSAB may dismiss the complaint and a letter or e-mail to the complainant, where contact information is available, will be sent explaining why the complaint is being dismissed.

Anonymous Complaints

To ensure a fair and thorough investigation process and to take any necessary corrective action, DNSSAB is unable to consider anonymous complaints. Individuals must identify themselves when raising complaints. This approach upholds principles of fairness, transparency, and accountability, while allowing all parties the opportunity to respond appropriately.

Board Member Safety

DNSSAB maintains a zero-tolerance policy for violence and harassment in the workplace. Any threat attempted or actual harassment or violent behavior by a member of the public toward a Board member while performing or related to their duties must be reported to the CAO or designate as soon as safely possible, in accordance with the Occupational Health and Safety Act (OHSA).

If an incident of violence occurs or is likely to occur and immediate assistance is required:

- move away from the threat and find safe location, when safely able;
- Immediately call 911;
- Immediately notify the CAO or designate when safely able;
- Complete an incident report where applicable.



Informing the Public or External Stakeholders of Progress

All complaints will be reviewed and acted upon, if the person includes their name, mailing address and/or email address and/or telephone number. The personal details and their complaint are kept secure and are not shared with third parties unless DNSSAB receives their written consent.

The Communications and Executive Coordinator will respond in writing, e-mail or telephone acknowledging receipt of the complaint and advise that their complaint will be forwarded to the appropriate department for review and action, if appropriate. The DNSSAB strives to resolve all complaints within a timely manner.

Documentation

All complaints will be kept on file and stored securely by the Communications and Executive Coordinator. These documents will be reviewed periodically for trends and to make internal improvements and saved in accordance with the DNSSAB's retention policy.

RESOLUTION

If a complaint cannot be resolved by the usual complaint process, it will be referred to the appropriate department, and the complainant will be informed and given an amended timeframe for resolution. If the complaint remains unresolved to the complainant's satisfaction, the senior management member or designate of the department will inform the complainant of the appropriate avenues for further action. e.g. CAO, Ministry, other legislative body, etc.

DEFINITIONS

Formal Complaints: an expression of dissatisfaction by an identified individual regarding a DNSSAB program, service, or staff member that cannot be resolved by Board members and where the complainant wishes to formally document the issue and receive follow-up. For example, a complaint regarding a service provision, a change in entitlement, condition, or activities in housing properties.

A formal complaint is distinct from:

 Request for a service: a general or specific request for a program made by an individual that can be resolved at the point of service delivery.

- Feedback: sharing an opinion or comment regarding DNSSAB.
- Compliment: an expression of approval for a service, employee, or program.
- Suggestion: an idea submitted by an individual with the aim of improving services or programs.
- Request for Internal File Review: administered by various programs in compliance with their governing legislation.
- Fraud Allegation.
- Complaints by employees: must be handled in accordance with the DNSSAB's HR policies.
- Litigation: handled outside the Feedback and Complaints policy and procedure.
- Municipal Freedom of Information and Protection of Privacy (MFIPPA) or Personal Health Information Protection Act (PHIPA) or File Requests: handled outside the Feedback and Complaints policy and procedure.

Informal Complaints: occur when the complaints are resolved at the first point of contact, meaning the issue is immediately resolved, and the complainant does not wish to file a formal complaint or submit their contact information for any follow-up.

Workplace Harassment: workplace harassment is defined in the OHSA as engaging in a course of vexatious comment or conduct against a worker in a workplace, including virtually through the use of information and communications technology, that is known or ought reasonably to be known to be unwelcome, and includes workplace sexual harassment.

Workplace Violence: the OHSA defines as:

- the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker,
- an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker,
- a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

This definition of workplace violence is broad enough to include acts that would constitute offences under Canada's Criminal Code.

Discrimination: the unequal treatment of a person on the basis of a prohibited ground. In general, discrimination is an act or practice that intentionally or unintentionally causes a type of disadvantage prohibited by the provisions of the Ontario Human Rights Code.

BOARD REPORT #HR-2025-005

∐ FC	OR INFORMATION	or		_	
Date:	October 22, 2025				
Purpose:	Revised Board Whistle	blower Pol	icy		
Department Head	l: Tara Kraemer, Manager	of Human F	Resources		
Approver:	: Melanie Shaye, Chief Administrative Officer				
RECOMMENDATION THAT the DNSSAB adopt the revisions to the Whistleblower Policy, last amended in 2022. RELATIONSHIP TO STRATEGIC PLAN					
Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities					
Maximize Impact	Remove Barriers		Seamless Access	Learn & Grow	

Learn & Grow – These changes align with DNSSAB's strategic objective of Continuous Improvement and Adaptation – Learning and Growth by promoting accountability, transparency, and ethical practices. The revisions reflect the organization's responsiveness to challenges, promotes ethical decision-making and reinforces its focus on creating a culture of trust and continuous improvement across all levels of the organization.

BACKGROUND

Revised Policy

The revisions to the Whistleblower Policy build upon the original policy and include the following revisions:

- Updates to housekeeping items such as acronyms, job titles and the different collective agreements;
- Updates to the roles and responsibilities section to include employee, management, and Human Resources (HR) obligations;
- Provides a mechanism for external reporting procedure for bringing forward complaints or incidents;



- Clarifies steps in the investigation procedure, including information about confidentiality and the results of the investigation;
- Updates to the definition and examples of Fraudulent, Dishonest or Questionable Conduct or Wrongdoing.

Roles and Responsibilities

The role and responsibilities section was added to clarify employee, management, and HR obligations under this policy.

Employees are responsible for acting ethically and honestly and reporting acts of wrongdoing as per the Reporting Complaints and Incidents list as described in this policy.

Management members are responsible for providing supports to ensure the health and safety to those that may be affected, providing information on the procedures associated with this policy, and forwarding it to the Manager of HR for investigation. If HR are the subject of complaint, it will be forwarded to the CAO.

HR is responsible for acting as the investigator unless they cannot be impartial, if they are named as a party in a complaint, or if the Board and/or CAO feel the situation warrants it, a third-party investigator may be used.

Reporting Procedures

Confidentiality provisions were strengthened to ensure the identities of both the complainant, and the alleged offender are protected. Witnesses must commit to confidentiality in writing, and information will only be disclosed when necessary for employee protection, investigation, corrective action, or as required by law.

Results of the investigation section was strengthened to clarify HR or the investigator's role to prepare a written report for the CAO within ninety (90) days, outlining findings, policy violations, and recommended actions. The report will be shared with the complainant, alleged offender(s), and the CAO, and with the Board if they received the initial complaint, except in unforeseen or exceptional circumstances.

Definitions

The definition of Fraudulent, Dishonest or Questionable Conduct or Wrongdoing was revised to include (highlighted changes are bolded):

A deliberate **unethical or improper** actions or **willful** failure to act that **breach DNSSAB policies, legal standards, or professional norms** with the intention of **gaining** an unauthorized benefit.



Examples of Fraudulent, Dishonest or Questionable Conduct or Wrongdoing was revised to include:

- unauthorized alteration or manipulation of DNSSAB paper or electronic_files;
- theft from the organization (DNSSAB), it's clients, tenants, employees, stakeholders, community partners or Board members;
- offering or accepting bribes;
- misappropriation or misuse of DNSSAB's resources, such as funds, property, supplies, intellectual assets or other corporate_assets;
- abuse of authority or position for personal gain;
- causing intentional danger to health and safety;
- causing intentional risk or actual damage to DNSSAB owned property;
- any other crime or illegal activity.

FINANCIAL AND RISK CONSIDERATIONS

The Whistleblower Policy provides a confidential process for reporting and investigating concerns regarding questionable, unethical, or illegal conduct, reinforcing DNSSAB's commitment to maintaining a safe workplace and conducting business with integrity, in alignment with the principles of financial accountability, transparency, and honesty. This policy mitigates risk of financial loss through fraud, theft, or misuse of assets; potential legal liability; loss of public trust; and a decrease in employee morale or generating a negative workplace culture.

OPTIONS AND/OR RECOMMENDATIONS

THAT the DNSSAB adopt the revisions to the Whistleblower Policy.

NEXT STEPS

With the Board's approval, the Whistleblower Policy will be issued to all employees and reviewed periodically to ensure it is current with best practice and the needs of the DNSSAB.

RESOURCES CITED

N/A

AUTHOR: Tara Kraemer, Manager of Human Resources

DNSSAB/NDHC Whistleblower Policy FIN/ADM 03

Amendment History

Date	Details	Board Resolution
June 9, 2010	Original Policy	2010-101
May 26, 2022	Clarified roles, steps for investigation and defined reprisal	FAO5-2022
October 29, 2025	Clarified roles, updated titles/acronyms, added external process, expanded steps for investigation, expanded confidentiality, definition and examples	

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INTENT OF POLICY

The District of Nipissing Social Services Administration Board (DNSSAB) is committed to providing a safe workplace and conducting business with integrity in accordance with the principles of financial accountability, transparency and honesty. The DNSSAB Board of Directors are responsible for ensuring that a confidential process is in place for reporting

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and investigating allegations of questionable, unethical, or illegal wrongdoings when there is fear of reprisal when using established channels. Wrongdoings include but are not limited to those that are financial in nature company property, supplies, or intellectual assets.

SCOPE

This policy applies to all employees and Board members of the DNSSAB and Nipissing District Housing Corporation (NDHC), except where otherwise specified in a CUPE or OPSEU collective agreement.

ROLES AND RESONSIBILITIES

Employees

All employees are responsible for acting ethically and honestly in accordance with this policy and all other DNSSAB policies. Employees who witness or have reasonable grounds to suspect an act of wrongdoing under this policy are responsible for immediately reporting it to the appropriate party listed under Reporting Complaints and Incidents in this policy. See the DNSSAB HR Policy - Conduct and Behaviour for more information.

Supervisor/Manager/Director (Management)

When a complaint or incident of wrongdoing under this policy is reported, management will immediately provide supports to maintain the health and safety of those affected and provide information on the procedures associated with this policy.

All complaints or incidents of wrongdoing must be forwarded to the Manager of Human Resources for investigation, unless they are the subject of complaint, where the complaint would go to the CAO.

HR/CAO will demonstrate and promote the maintenance of confidentiality at all stages of the investigation.

Human Resources (HR)

HR will act as the investigator when allegations of wrongdoing are made. HR will take all complaints seriously and will respond to every complaint and incident reported. If HR cannot be impartial in the investigation process, if they are named as a party in a complaint, or if they feel the situation warrants it, a third-party investigator may be used. The DNSSAB will deal with all complaints or incidents of wrongdoing in the workplace in a fair and timely manner.

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CAO

The CAO must be informed of all complaints, investigations, and their outcomes, and consulted as needed throughout the investigation and resolution determination process.

REPORTING PROCEDURE

Reporting Complaints or Incidents

Concerns under this policy must be reported in the order listed below and only escalated if the employee fears reprisal when moving through the established channel.

- 1. Immediate supervisor
- 2. Department manager or director
- 3. Human Resources (HR)
- 4. Chief Administrative Officer (CAO)
- 5. The Board

Reporting Information

Reports should be made as soon as reasonably possible following the incident and should include the following information:

- A description of the wrongdoing;
- The name, position (if applicable) and contact information (if known) of the persons involved:
- The date, time, and location of the incident; and
- The names of any witnesses;
- A thorough description of what occurred, including the frequency and location(s) of the alleged incident(s);
- list and provide (if possible) any supporting documentation or evidence the employee, the alleged offender(s) or witness(es) may have in their possession; and
- actions taken (if any) to date.

To ensure a fair and thorough investigation process and to take any necessary corrective action, DNSSAB is unable to consider anonymous complaints. Individuals must identify themselves when raising concerns. This approach upholds principles of fairness, transparency, and accountability, while allowing all parties the opportunity to respond appropriately.

External Reporting

In any situation of wrongdoing in the workplace, the employee has the option of reporting their concern to management, or to HR. They also have the option to report to the Ontario

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Human Rights Commission, the Ministry of Labour, or to the Police, if the action is criminal in nature.

INVESTIGATION

Investigation Procedure

The DNSSAB takes all reports from whistleblowers seriously. The investigation will be conducted as quickly and confidentially as possible in a manner appropriate to the circumstances. All reasonable efforts are made to maintain confidentiality throughout the investigation to protect the identities of those involved.

The investigation will include the following confidential steps:

- A documented interview with the employee who has allegedly acted in an unethical, dishonest or illegal manner
- A documented interview with the employee who brought forward the allegation
- A documented interview with any witness(es)
- Any other step deemed necessary to fully and fairly investigate the concern

Confidentiality

The confidentiality of both the complainant and the offender will be maintained, and any witnesses will be required to sign off on their commitment to confidentiality. Information about a complaint or incident will not be disclosed except to the extent necessary to protect employees, to investigate the complaint or incident, to take corrective action or otherwise required by law.

Results of the Investigation

At the conclusion of the investigation, HR or the investigating party will prepare a written report for the CAO, including a summary of the findings, a determination of whether the actions violated DNSSAB policies and recommended disciplinary action and control measures. The written report will be provided to the complainant, the alleged offender(s) and the CAO within ninety (90) days of receiving a complaint, except for unforeseen or exceptional circumstances. The Board will receive a copy of the report if the initial complaint was brought to them.

RESOLUTION

Depending on the nature and severity of the fraudulent or dishonest conduct or wrongdoing, disciplinary action in accordance with the Discipline Policy will be taken. If illegal action is found to have occurred, the police will be notified.

No reprisal

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This policy presumes that employees will act in good faith and will not make false or baseless allegations when reporting wrongdoing.

If an employee fears reprisal in addressing a concern through the above listed channels, they may report their concerns confidentially through this policy.

An employee who retaliates against someone who has made a disclosure in good faith, will be subject to discipline under the HR Discipline Policy.

Excluded Complaints

Complaints regarding Board decisions, Board by-laws or Collective Bargaining related decisions or grievances are outside the scope of this policy.

DEFINITIONS

Baseless Allegations: allegations made with reckless disregard for their truth or falsity. People making such allegations may be subject to institutional disciplinary action, which may include termination, and/or legal claims by individuals accused of such conduct.

Fraudulent, Dishonest or Questionable Conduct or Wrongdoing: a deliberate unethical or improper actions or willful failure to act that breach DNSSAB policies, legal standards, or professional norms with the intention of gaining an unauthorized benefit. Examples of such conduct include, but are not limited to:

- a. forgery or unauthorized alteration of documents;
- b. unauthorized alteration or manipulation of DNSSAB paper or electronic files;
- c. fraudulent financial reporting;
- d. theft from the organization (DNSSAB), it's clients, tenants, employees, stakeholders, community partners or Board members;
- e. offering or accepting bribes;
- f. misappropriation or misuse of DNSSAB's resources, such as funds, property, supplies, intellectual assets or other corporate assets;
- g. authorizing or receiving compensation for goods not received or services not performed;
- h. authorizing or receiving compensation for hours not worked;
- i. abuse of authority or position for personal gain;
- j. causing danger to health and safety;
- k. causing risk or actual damage to DNSSAB owned property;
- I. any fraudulent claim for reimbursement of expense by the DNSSAB; m.any other crime or illegal activity.

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Good Faith: good faith is the reasonable belief that the report is true, however, it does not have to prove to be true to be made in good faith. It is evident when the report is made without malice or consideration of personal benefit. Good faith is lacking when the disclosure is known to be malicious or false.

Reprisal: a negative action or threat that occurs because of bringing forward a concern in good faith. Examples of reprisal could include but are not limited to: demotion, suspension, termination, transfer to a lesser position, denial of promotions, denial of benefits, threats, harassment or denial of compensation as a result of the employee's report of wrongdoing, or any manner of discrimination against an employee in the terms and conditions of employment because of any other lawful act done by the employee pursuant to this policy.

Whistleblower: an employee who brings forward a complaint about an activity which that employee believes to be fraudulent or dishonest.

Written Report of Findings: a summary of the investigation process, including recommendations for improvements for the future and a description of the actions taken to address the employee(s) involved.

BOARD REPORT #CORP-2025-024

	⊠ FOR INFOR	MATION	or	☐ FOR APPI	ROVAL	
Date:	October	22, 2025				
Purpose:	A Snap District	oshot of Home	elessness	Migration and	Origin in	Nipissing
Departme	nt Head: David Pl	lumstead, Mana	ger of Plann	ing, Outcomes	and Analytics	•
Approver:	Approver: Melanie Shaye, Chief Administrative Officer					
RELATION	NSHIP TO STRAT	EGIC PLAN				
Alig	nment with Strat	tegic Plan 2022	-2042: Heal	thy, Sustainab	le Communi	ties
☐ Max	imize 🗵 act	Remove Barriers		Seamless Access		arn & ow

The report provides information and data on homelessness migration in Nipissing District, which plays an important role in shaping effective service planning, guiding policy development, and informing efforts to address housing barriers. By understanding the movement patterns and backgrounds of individuals experiencing homelessness, the Board and other stakeholders can better allocate resources, tailor interventions, and develop strategies that respond directly to the needs of both long-term residents and recent arrivals.

BACKGROUND

At the DNSSAB meeting on May 28, 2025, staff presented a briefing report (<u>Board Report</u> #CORP-2025-011) and full report (<u>Homelessness in Nipissing District-A Community Homelessness Snapshot</u>) analyzing homelessness in Nipissing District using HIFIS data. Board members inquired about where people experiencing homelessness come from. Staff noted that HIFIS has limited geographic data, but similar information is available from the Nipissing Point in Time (PiT) count survey.¹ Staff indicated that they would analyse the PiT survey data and report the findings at a future Board meeting.

¹ HIFIS and the PiT count survey contain similar geographic questions and data fields. However, The HIFIS data is generated through a Housing Intake Assessment form, which for various reasons, is sparsely populated and missing a significant amount of data.



CURRENT STATUS

Staff have analyzed the PiT count survey's geographic data and provided the findings in the attached report, *Point-in-Time Count Survey 2024: A snapshot of Migration to Nipissing District Among Homeless Individuals.* The analysis uses data from the most recent Point in Time (PiT) count of homelessness in Nipissing District, conducted over a 24-hour period in October 2024 by the DNSSAB and its partners. <u>Note</u>: The overall summary results of the PiT count were presented in a Board report in February 2025 (<u>Board Report #HS-2025-006</u>).

Based on the survey data the report summarizes migration patterns of homeless individuals in Nipissing District and focuses on their origins, reasons for coming, and how they arrived in the area. The following are the summary findings:

Summary findings

A total of 304 valid PiT surveys formed the basis of the analysis after screening and deduplication. The majority of respondents participated fully, providing detailed insights into their backgrounds and movements. Notably, 27% of respondents reported that they had always lived in their current community, underscoring that homelessness affects long-term residents as well as recent arrivals. Another significant portion had lived in the District for over five years, while 18% had arrived within the past year, reflecting the diversity of experiences and durations of homelessness in Nipissing.

For those who moved to Nipissing within the last five years, considered as "recent arrivals", the survey revealed varied migration patterns. Most recent arrivals had relocated from elsewhere in Ontario, split relatively evenly between Northern and Southern regions. A smaller subset had come from other Canadian provinces or countries.

The reasons for moving were equally diverse. Nearly half of recent arrivals cited the pursuit of housing, shelter, or support services as their main motivation, while about a third moved for family or social connections. Other factors included education, employment, personal safety, and the desire for a fresh start.

In terms of transportation, the most common means of arrival in Nipissing District were by car and bus, accounting for nearly two-thirds of responses. Other methods included hitchhiking, public institution transport, and walking.

Overall, the findings highlight the geographic complexity of homelessness in Nipissing District, with individuals arriving from a broad range of locations and for multiple reasons. The data underscores the importance of tailored support and resources to address the needs of both long-term residents and recent arrivals experiencing homelessness.



FINANCIAL AND RISK CONSIDERATIONS

N/A

NEXT STEPS

Staff will continue to analyze the migration patterns and geographic origins of homeless individuals in Nipissing District where data is available. This will help to identify emerging trends and ensure that interventions remain relevant to the evolving needs of both new arrivals and long-term residents experiencing homelessness.

RESOURCES CITED

District of Nipissing Social Services Administration Board. (2025). *Homelessness in Nipissing District based on the Homeless Individuals and Families Information System.* (Board Report #Corp-2025-011). <u>Homelessness in Nipissing District based on the Homeless Individuals and Families Information System (HIFIS)</u>.

District of Nipissing Social Services Administration Board. (2025). Homelessness in Nipissing District-A Community Homelessness Snapshot based on the Homeless Individuals and Families Information System (HIFIS). Homelessness In Nipissing District.

District of Nipissing Social Services Administration Board. (2025). *Nipissing Counts* 2024 (Board Report #HS-2025-006). *Nipissing Counts* 2024.

AUTHOR: David Plumstead, Manager of Planning, Outcomes and Analytics

Point-in-Time Count Survey 2024: A Snapshot of Migration to Nipissing District Among Homeless Individuals

District of Nipissing Social Services Administration Board
October 2025

Executive Summary

This focused report, produced by the District of Nipissing Social Services Administration Board (DNSSAB), looks to examine the movement of homeless individuals into Nipissing district based on responses to the October 2024 Point-in-Time (PiT) count survey. It examines four questions asked of survey respondents regarding the length of time spent in their current community, where they lived previously, why they decided to move to their community, and how they arrived in their community.

Key Findings

Of the 304 respondents to the PiT survey, the most common answer to 'How long have you been in your community?' was that they had 'Always' been here, with 27% of respondents. Just over one third of respondents (34%) had been in their community for more than five years, and 36% had moved to their community in the last five years. Compared with data from the national PiT counts from 2020-2022 (Housing, Infrastructure and Communities Canada, 2024), Nipissing District has a higher percentage of homeless individuals who have always been here (27% in the district vs. 13% nationwide) and a smaller percentage of individuals who had moved here in the last five years (36% in district vs. 44% nationwide).

Among the homeless individuals who were recent arrivals to their community (moved in the last five years), nearly one-fifth (18%) moved within Nipissing District (for example from Sturgeon Falls to North Bay). The two most common responses were that the individual moved from another district in Northern Ontario (35%) or from Southern Ontario (31%). Individuals who moved from outside Ontario (either another Canadian province or another country) only comprised 8% of recent arrivals.

Nearly one-half (45%) of recent arrivals who experienced homelessness reported moving to their community to seek housing, shelter services, or other supports. Another 29% reported that they moved either with family or to visit family and friends. There were a variety of other responses with fewer than 10 respondents including attending school, seeking employment, or fear for safety.

When asked how they arrived in their current community, most respondents provided a mode of transportation as their response with 46% arriving by car or hitchhiking, and 25% arriving on a bus. There were a variety of other responses including by plane, ambulance, public institutions transport, or taxi.

This report highlights the diversity of experiences among those who are homeless with many homeless individuals having lived their entire lives in the district, and many others arriving the last several years. Most recent arrivals are arriving from other locations in Ontario and the motivations for relocation are varied. For example, nearly half of homeless recent arrivals are seeking housing, shelter, or supports, while others are moving for family connections, education, employment, or personal safety. These findings underscore the need for a multifaceted approach to addressing homelessness that include different types of interventions and service organizations to meet the needs of long-term residents, internal migrants within the district, and recent arrivals from outside regions.

1.0 Introduction

In pursuing the vision for healthy, sustainable communities the District of Nipissing Social Services Administration Board (DNSSAB) is committed to reducing and ending homelessness so that episodes of homelessness within the district become rare, brief, and non-recurring. As part of this commitment, the DNSSAB is working closely with the local Community Advisory Board (CAB) and Coordinated Access Nipissing (CAN) under Built for Zero's national framework and movement to end homelessness.

On Wednesday October 9th at 8:00 am through to Thursday October 10th at 8:00 am, 2024, the DNSSAB in partnership with the Nipissing District Housing and Homelessness Partnership (NDHHP) oversaw a 24-hour enumeration of homelessness in Nipissing District. This initiative included a Point-in Time Count that was funded by the Government of Canada's Reaching Home Strategy. Enumeration activities took place across Nipissing District with survey locations in North Bay, Mattawa, West Nipissing, South Algonquin, Papineau-Cameron, Bonfield, Temagami and Chisholm.

1.1 Purpose

Among the many questions asked in the homelessness survey, respondents were asked the following questions regarding migration to Nipissing District:

- 1. How long have you been in your current community?
- 2. Where did you live before you came here?
- 3. What is the main reason you came to your community?
- 4. How did you arrive in your community?

This report aims to examine these questions and the survey responses as a subset of the responses during the October 2024 PiT count. This report should provide a better understanding of where homeless individuals in Nipissing come from as well as why and how they arrive in their current communities within Nipissing.

1.2 Scope

This report is specific to the PiT count survey findings for the PiT count conducted in October 2024. No additional homelessness data has been used in this report.

It should be noted that the Homelessness Intake Assessment (HIA) that is entered into the Homeless Individuals and Families Information System (HIFS) asks similar questions to the survey questions listed in section 1.1. However, among actively homeless clients within the HIFIS database, only 45% have answered one or more of the questions regarding migration. In some cases, this is due to clients choosing not to answer these questions, and in other cases, an HIA has not been filled out with the client. In comparison, 97% of survey respondents provided answers to the questions above.

In addition, due to the anonymous nature of the PiT surveys, it is not possible to fully de-duplicate the survey respondents from the individuals in HIFIS. In the interest of not counting some responses twice, and considering the lower percentage of respondents within HIFIS, responses from HIAs within HIFIS are not included in this report.

1.3 Methodology

During the 24-hour enumeration of homelessness, **353** surveys were conducted across Nipissing District. After carefully assessing and de-duplicating the survey responses, it was revealed that **49** of the surveys were either duplicates or the survey was ineligible to be included in the final results (for example, the respondent was housed but completed the survey). Therefore, a total of **304** surveys were included in the final demographic analysis of homelessness in Nipissing District. Answers from the surveys were manually entered into spreadsheets, and responses were tallied. In some cases, similar answers were combined into broader categories: for example, answers to the question of 'How did you arrive in your community?' such as 'Car' and 'Friend drove me' were combined into: 'By Car'.

In this report, Northern Ontario is defined as such to include Parry Sound district and any district north of Parry Sound. Southern Ontario includes all of the areas south of Parry Sound.

This data represents a snapshot of Nipissing homelessness and frequency counts are used to provide key findings related to homeless individual migration and reasons for moving.

1.4 Report Production

The data analysis and report were completed by Matt Wolf, DNSSAB HIFIS Data Coordinator and Oksana Yakymchuck, Housing and Homelessness Planner Analyst with input and review from David Plumstead, DNSSAB Manager of planning, Outcomes and Analytics.

2.0 Survey Responses to Migration

2.1 Length of Time Living in Current Community

The following responses on migration were provided by survey respondents from North Bay, Mattawa, and West Nipissing. Responses are based on how long each individual has been in the community in which they were surveyed (Figure 1). Respondents could also indicate that they have 'Always Been Here' i.e., living in Nipissing District.

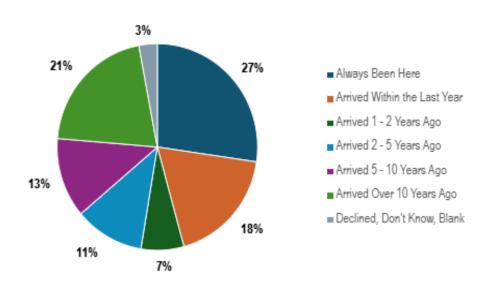


Figure 1. Responses to 'How long have you been in your current community?'

The following are the main analysis points:

- > 97% of those who took part in the survey provided an answer to this question and only 3% either declined to answer, left the question blank, or did not know the answer to this question.
- > 27% of respondents (83 individuals) indicated they had always lived in the community. This was the largest single proportion of respondents, indicating that homelessness is an issue even for individuals who have lived in Nipissing their whole lives.
- 21% of respondents (63 individuals) had been in the community for over 10 years and another 13% (38 individuals) had resided in the community for between 5 to 10 years. These individuals have been a part of the community in Nipissing for some time, and it is unclear if they were homeless when they arrived in the district or became homeless after arriving.

- ➤ 11% of respondents (34 individuals) had lived in the municipality for 2 to 5 years and another 7% (21 individuals) had been in the community for 1 to 2 years.
- ➤ 18% of respondents (56 individuals) had lived in the community for less than one year, indicating that a subset of homeless individuals had recently arrived in their current community.
- In general, these responses indicate the wide variety of backgrounds for homeless individuals within Nipissing District. Although the most common response was that the individual had 'Always been here' this only represented just over one-fourth of responses, and there were a number of responses for each other category.

2.2 Communities Where Respondents Previously Lived

Respondents were asked about the country, province, and community they had previously lived in before coming to their current community. Figure 2 shows the answers given for individuals who had moved to the community within the past 5 years, referred to as "recent arrivals". The five-year timeframe was selected to focus on the origins of the newest arrivals in these communities.

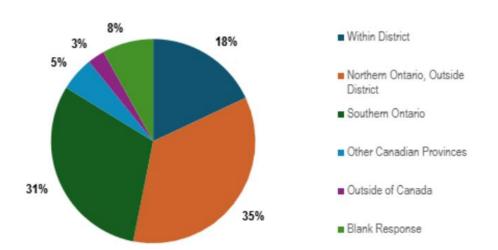


Figure 2. Recent Arrival Responses to 'Where did you live before you came here?'

The following are the main analysis points:

- Among the 304 survey respondents, 36% (111 individuals) indicated that they have moved to their community within the last five years.
- Of those 111 respondents:

- 18% (20 respondents) had moved within the district, for example moving from Sturgeon Falls to North Bay.
- 35% (39 respondents) had moved to their community from another municipality in Northern Ontario, but outside of Nipissing District. Sudbury was the most common location that respondents had moved from in Northern Ontario, but there were a variety of other responses.
- 31% (34 respondents) had moved to their community from Southern Ontario, with Toronto being the most common response among those who had arrived from this region, among many other responses.
- Smaller percentages of respondents had moved to Nipissing from outside Ontario: only 5% of respondents had moved from other Canadian provinces, and 3% had moved to Nipissing from countries outside of Canada.
- 8% (9 respondents) had indicated that they moved to their current community in the last five years but left their answer blank to the community that they arrived from.
- In general, the majority of individuals who moved in the last five years indicated that they had moved to Nipissing from another district in Ontario (nearly two-thirds) with the split between Northern and Southern Ontario being relatively even. Moving within the district was another common response, and homeless individuals who had arrived from other Canadian provinces or from outside of Canada were a small minority.

2.3 Reasons for Moving to Current Community

Recent arrivals were asked to provide their main reason for moving to their current community. Figure 3 shows the answers given for individuals who had moved to their current community within the last 5 years.

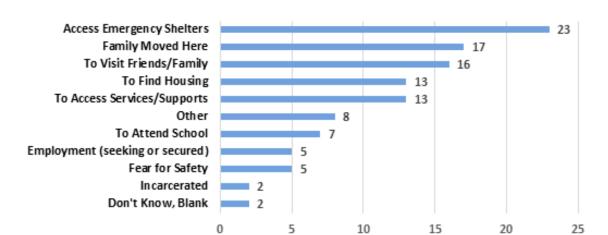


Figure 3. Responses to 'What is the main reason you came to your community?'

- Among the 111 respondents who indicated that they have moved to their community within the last five years, 98% provided an answer to this question, and only 2 individuals left the question blank or responded that they 'Don't Know'.
- 21% (23 respondents) stated that they had come to access emergency shelters, and another 12% (13 respondents) indicated that they had come to access services and support. Another 12% (13 respondents) stated that their main reason for moving to their current community was to find housing. Clearly housing, shelters, and supports were common reasons for individuals to move within the last five years.
- > 15% (17 individuals) moved to the community because their family moved there, while 14% (16 individuals) arrived in the community in order to visit friends and family. Some of these individuals arrived with their families as Youth.
- Apart from moving with family or for housing and shelter reasons, there were a variety of other answers. Seven respondents came to attend school, five individuals were seeking or secured employment, five respondents feared for their safety, and two were incarcerated. In addition, eight individuals provided responses that were not originally listed such as: 'Fresh start', 'Likes it here', and 'bigger city'.
- In general, moving to their current community for housing, shelter, or support reasons (45%) and moving because of family and/or friends (29%) were the two most common categories of responses for why individuals moved to their community. Among the other quarter of respondents, there were a wide range of responses.

2.4 Transportation to Current Community

Respondents were asked how they arrived in their current community and provided a blank space with which to answer instead of pre-determined choices. Most respondents provided answers based on modes of transportation. Figure 4 shows the responses provided by individuals who had moved to their current community within the last 5 years.

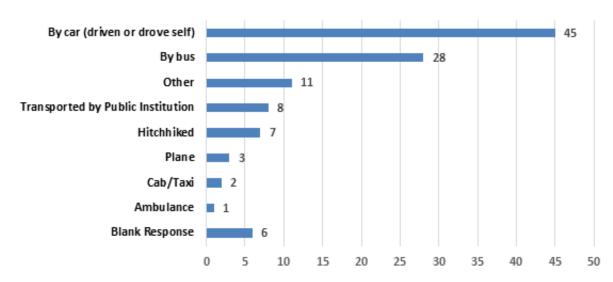


Figure 4. Recent Arrivals Responses to 'How did you arrive in your community?'

- Among the 111 respondents who indicated that they have moved to their community within the last five years, 95% provided an answer to this question, and only 6 individuals left the question blank.
- ➤ 40% of respondents (45 individuals) indicated that they arrived by car (either driven by someone else or driving themselves) and another 6% (7 respondents) arrived by hitchhiking. 25% (28 respondents) traveled to their community on a bus.
- > 7% of respondents (8 individuals) reported being transported by a public institution such as OPP or Red Cross.
- > There were a variety of other responses with three respondents arriving by plane, two via taxi or cab, and one individual transported via ambulance. 10% of respondents provided other various responses such as 'walked' or 'with family' that were not easily categorized.
- In summary, arriving by car or by bus were the most common responses with nearly twothirds of respondents arriving in their community by one of these methods. Other than those two responses, there were a wide range of other answers to this question.

References

Housing, Infrastructure and Communities Canada. (2024). Everyone Counts 2020-2022 – Results from the Third Nationally Coordinated Point-in-Time Counts of Homelessness in Canada. Government of Canada (webpage). https://housing-infrastructure.canada.ca/homelessness-sans-abri/reports-rapports/pit-counts-dp-2020-2022-results-resultats-eng.html

BOARD REPORT #CORP-2025-026

or

☐ FOR APPROVAL

FOR INFORMATION

Date:	October 22, 2025						
Purpose:	Strategic Plan Progress Update						
Department Head:	Department Head: David Plumstead, Manager of Planning, Outcomes and Analytics						
Approver:	Approver: Melanie Shaye, Chief Administrative Officer						
RELATIONSHIP TO STRATEGIC PLAN							
Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities							
Maximize Impact	⊠ Remove Barriers		Seamless Access	∠ Learn & Grow			

Progress towards the Board's corporate goals to *maximize impact*, *remove barriers*, *provide seamless access*, and *learn & grow*, continues steadily. Since the previous strategic plan update, multiple projects and initiatives have been completed across the four goal areas. This consistent momentum is driving meaningful advancement toward the vision for building healthy, sustainable communities.

BACKGROUND

The Board adopted its strategic plan towards the beginning of its term in May 2023. This followed a review and development period where Board members reviewed the plan that was currently in place and made some changes to the priorities for the 2023-2026 term.

Staff continue to monitor the strategic plan's implementation and progress through the corporate project management system and may make updates or amendments to the plan based on changes in the operating environment or other factors. Additionally, the senior team attends planning sessions to review implementation and performance, address challenges, and discuss necessary changes.

With a little over half the action items and projects now completed, the progress made to date provides a solid foundation for maintaining momentum and ongoing work towards achieving the remaining priorities in the plan.



CURRENT STATUS

The attached reports outline the progress of the strategic plan. They include an action item completion map, Key Performance Indicators (KPI) charts, and the main report that summarises KPI analysis and provides completion rates and updates for the respective action items and projects. The sections below provide summaries of the main areas.

Implementation Progress

Since the plan was adopted, over half (53%) of the strategic actions and projects have been completed - an increase from one-third in the previous update (Sept. 2024). Many of these completions have improved service impact by developing and building community relationships, integrating paramedic services into the community and other program areas, aligning Ontario Works with life skills and literacy programs, and implementing early learning and child care strategies for rural and underserved areas in Nipissing District. Implementing the corporate social media plan and the SharePoint 365 technology are other notable accomplishments.

Plan Amendments and Changes

The strategic plan remains adaptable, with recent updates streamlining and clarifying priorities to better support the goals. Internal collaboration initiatives have been merged into a single action, improving effectiveness and aligning outcomes and performance measures. The cross-department familiarization program is now a workplace culture performance indicator, with related outcomes updated. The priority to improve equitable access to early learning and child care is now under the goal of 'Seamless Access' for better alignment with the goal definition. Minor wording changes have also been made for clarity, with the changes highlighted in the action tables in the main report.

Key Performance Indicators

Key Performance Indicators (KPIs) track the Board's progress toward reaching its strategic goals. Since the last Board update, new KPIs measure progress in strengthening communications and public relations, and the Boards advocacy efforts to increase service impact.

The following provides a summary of the KPI analysis found in the main report, reflecting a blend of positive performance and ongoing challenges:

Starting with housing those in need and developing affordable housing, the results can be interpreted as somewhat mixed but cautiously positive. The indicator data reveals notable fluctuations in time to housing and placement rates, and a generally declining trend in individuals returning to homelessness, indicating some improvement in housing stability. Affordable housing supply has grown primarily through new rent subsidies rather than new unit



construction, although affordable units currently under development are not accounted for in the indicator.

Communications and public relations KPIs highlight a successful social media roll-out and growing media coverage, with sentiment analysis showing a majority of neutral and positive headlines. This is generally favourable and helping to increase public awareness and engagement.

Turning to workforce development, job promotions and continuing education participation have seen some variability, while employee turnover has increased significantly signalling potential staff retention issues. This warrants ongoing monitoring and attention.

Regarding the Board's priority to increase access to quality early learning and child care, the child care affordability indicator remains stable with a positive outcome, as CWELCC and fee subsidies are reaching about one in six children in Nipissing District.

The Board has been busy on the advocacy front, mainly in the form of letters and delegations. Half the advocacy efforts have been directed at affordable housing and homelessness, with the remainder covering other DNSSAB programs. These efforts show responsiveness to local needs and the Board's commitment to improving services across various areas.

FINANCIAL AND RISK CONSIDERATIONS

As mentioned in previous reports and updates, the resources required for strategic plan projects and initiatives vary considerably. High-resource items should be identified and reviewed during the annual budgeting process.

NEXT STEPS

Staff will continue to carry out strategic plan projects and track progress and KPIs in the project management system and central data repository.

RESOURCES CITED

N/A

AUTHOR: David Plumstead, Manager of Planning, Outcomes and Analytics

Strategic Plan 2022-2042



Board Term 2023-2026 Progress Update October 2025

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.

<u>Note</u>: 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 re EW, Manitou, Verner and Whitney. Seed applications were submitted f work with area municipalities on opportunities for savings and collabor explore future feasible projects to add affordable housing to its portfol Completion: 40%.	or all 4 properties to move devation. Staff from NDHC and De	velopment forward. Staff continue to			
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%.

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 I Completion: 100%.	March 2025.		
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%.

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

	Action	Outcome	Area of Performance/ Indicator
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 Paramed DNSSAB as the employer of choice. Redesigned the DNSSAB website to enhance visibility, increase awareness of its work, and showcase w secondary and post-secondary schools such as St. Joseph-Scollard Hal deliver guest lecture, information sessions and attend career fairs, to planning. The recent launch of our social media recruitment campaigr job postings across platforms. Continue to conduct both exit and interetention strategies, monitoring global workforce trends, including hy Ontario Works will be reviewing its recently implemented hybrid modimprovements that could be replicated across other departments. Sulthrough the Rural Community Immigration Pilot (RCIP) to support recommunity organizations, including the Indigenous Friendship Centre pool. Developing a succession planning framework that will be tailore Analyzing the average length of service to anticipate upcoming retirer reviews are conducted annually and are used to identify high-potential training plans. The DNSSAB Continuing Education Policy further support their career aspirations. Completion: 70%.	to direct potential candidates to hy it's a great place for a careed, Chippewa, Canadore College support workforce development is generating increased visibility and movement interviews to it work models, and explority and explority and explority and application to becomit to support inclusive hiring praduct to align with each employeed ments and identify areas for pradiction in the case of the case	o the department's homepage er. Connecting with local and Nipissing University to ent and succession lity and engagement with our dentify trends and inform our ng opportunities to adapt. identify potential ome a designated employer trengthening partnerships with actices and broaden our talent and in conceive planning. Performance ear, long-term development and

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 Children's Services Marketing and Communication plan was approved by the The CS Team continue to attend EarlyON Child and Family Centres, job fairs t throughout the district. Financial Literacy and Leadership training underway (courses are free of char Sponsorship of ECEs in the district - 14 sponsorships - 7 individuals have grad Quality assurance program updated in 2024 to include a self assessment. For working in the sector. KPI continue to be tracked on a quarterly basis. Completion: 100%.	DNSSAB Board Fall of 2024. o promote early years. Rack card ge to the sector). uated and 7 underway.	rvice plan, policies, etc. Is, flyers and more are being distributed		

16	Investigate the pros and cons of employing NDHC housing	NDHC housing maintenance	Costs and benefits of
SP2-	maintenance contractors directly versus the current practice of	and repair is carried out	outsourcing vs. insourcing
T10	hiring them externally.	most effectively and at the	contractors.
T.B.		best value.	
	Update: NDHC successfully hired a Read Seal Plumber as of Dec 2024, the addition of both the Electrician and Plumber being familiar with m savings for preventative maintenance and ongoing repairs/capital pro Completion: 90%.	nechanical and electrical system	ns offers a greater support and
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)
	PI (performance indicator) for this action (#17) due to its fit with cult change. Update: DNSSAB continues to support initiatives such as the annual Staff membership discount, encouraging health and wellness across the organizar Participating in events to build a positive and inclusive culture such a in coffee, treats, and messages of positivity, and CMHA Mental Healt Partnership) vehicle at City Hall to promote awareness of local mentar Paramedic Services is working with Excellence Canada to achieve Goland help strengthen a values-based, high-performing team culture. In the Fall, DNSSAB will roll out Indigenous Cultural Competency train more in-depth workshop, to broaden our commitment to diversity, ending the promotes team building, engagement and communication to employees a platform to engage in meaningful dialogue and build structure. DNSSAB will continue to collect staff feedback through annual survey Completion: 70%.	Appreciation and Development Dation. Is the Kindness Event, which invented the Kindness Evented the Kindness Event The Kindness Event, which invented the Kindness Event The Kindness Evented the Kind	ay and a corporate GoodLife vited staff and the public to share the CAMP (Clinical Access Mobile at will support quality assurance actory session and followed by a kplace, -staff meetings, offering

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.

	Action	Outcome	Area of Performance/ Indicator		
18	Have a training plan in place for the next incoming Board (Jan. 2027)	Board members have the	Number of training sessions		
SP2-	to train members in areas such as governance, communications,	tools and capacity to			
T12	roles & responsibilities, risk management, and general Board	provide effective leadership			
B.P.	development.	and governance for the			
		organization.			
	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 increase cross-team and department collaboration (# 31) has been merged with this action to develop a cross department familiarization program (#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 strategic 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.				

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%. Investigate implementing new technologies to improve client, Improve client, resident Client satisfaction rate. and staff experiences;

enhance service delivery

and seamless access to

services.

25 D.C. SP2-T19

resident, and staff experience:

- Clients: Waitwell (clients can self-book OW meetings); reporting portals (digitization replaces cumbersome spreadsheets for Children's Services providers); document management (greater client autonomy for interacting with services); SeamlessMD (virtual, phone, and in-person followup visits with Paramedic Services patients). Tenants: Arcori and digitization of housing waitlists (allow tenants to make requests, submit payments, and access essential information; document accessibility (tenancy-related information is available to all tenants).
- Staff: Adoption of new payroll system, upgraded finance and HR software, new onboarding tools (streamlines routine processes); document modernization (ensures information is organized, secure, and readily accessible by staff to reduce administrative burden and improve efficiency).

- 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 Fully utilize SharePoint or investigate a new document management Documents, information, SharePoint site stats (usage, SP2and data are located in a system. uploads, downloads, adoption, T20 secure, central location for etc.) M.S. ease of reference, retrieval, Staff satisfaction. and merging files. J.A. **Update:** SharePoint has been implemented and is now operational/ongoing. Completion:100% 28 Explore opportunities to generate savings through NDHC energy • Building performance. A reduction in the total cost retrofits or other upgrades. SP2of building ownership. • Energy use minimization. T22 T.B A.M. **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

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 reestablishing 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-Sco Chippewa, Canadore College and Nipissing University to deliver guest lectures, information sessions and attend career fai workforce development and succession planning. Exploring opportunities to further enhance existing relationships with e service providers, like YES Employment Services, North Bay Indigenous Friendship Centre, and North Bay Disability Employ Opportunities Centre will further align recruitment strategies, promote diversity and inclusion, and tap into shared training							
	Housing Services has made significant strides in working alongside muni affordable housing initiatives (e.g. ADU and Canadore College projects). Services and North Bay Regional Health Centre (NBRHC) have expanded those accessing the Low Barrier Shelter and Northern Pines transitional community capacity to connect unsheltered individuals to services and	Enhanced relationships with he support for individuals experise housing. A partnership with Tr	nealth partners such as Paramedic encing homelessness, particularly rue Self has further increased				

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%.

	Completion 20070			
32	Seek opportunities to integrate Nipissing Paramedic Services with	Client and resident needs	•	Number of calls resulting in
SP2-	other DNSSAB departments and community home care and supports.	are identified and		referrals to DNSSAB and
T33		addressed through		community services and
S.K.		paramedic connection with		programs.
		vulnerable populations and		
		evolving community needs.		

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%.

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. 		

a front line considerant considerate Foundament Outside		
on front line employment services to Employment Ontario engagement and consultation with the Service System r.	Improved client outcomes.	 Increase in outcomes to employment. Increase in the number of referrals to Employment Ontario. Decreased social assistance dependency
	r.	,

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 underserviced communities throughout the district (i.e. EarlyON Mobile Unit, home child care, etc.).	Families living in rural and under-serviced 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 underserviced 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 underservice 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/ Indi							
41	Determine client/resident/ tenant needs through input and feedback	The DNSSAB's clients,	Service usage.					
SP2-	2- from these groups to inform planning and service delivery /access. residents and tenants can • Service / program satisfaction							
T39		access all programs and	score.					
D.P.		services to meet their	Gap analysis.					
	needs.							
	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.

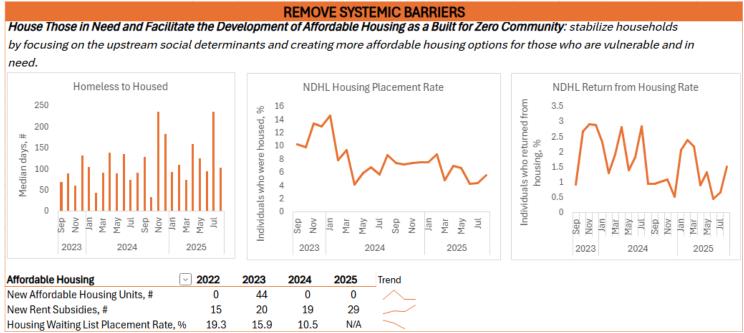
	Action	Outcome	Area of Performance/ Indicator
45	Streamline processes to reduce both internal and external	Reporting requirements	 Process improvement metrics
SP2-	administrative burden by automating reporting requirements,	are streamlined, efficient,	(efficiency, effectiveness, etc.).
T43	increasing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

TV	and the bilities (i.e. detabase, we want in a way, in a way to be	1	
T.K. D.P.	accountabilities (i.e. database: reporting requirements, funding		
D.P.	applications, funding allocations, etc.). Update: The KPMG process maps identify pain points and issues, and mapped during the organizational review. The next step is for the respectant start making the suggested changes and improvements where practices completion: 60%.	ective departments and proces	
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 a datasets to locate there for central data governance and control (e.g. so project with City IT is underway to gain access to the full set of SAMS excomplete data modeling, analysis, and reporting. NDHC Arcori data is bounded the Arcori social housing waiting list has recently gone live and also reconstructed to the BI system and enable statistical will complete this project objective and action item. Note: The organizational review report includes a recommendation to statistical framework for the organization. A governance framework will ensure defining clear roles, responsibilities and processes for managing the organizer approach, decision support, and service planning and outcomes. Completion: 70%	curce data for dashboards on the stracts (currently only have about an alyzed with Tableau BI, quires underlying data structured analysis and reporting. Having the structure at a quality, security, and companied and companied and companied at a quality, security, and companied and companied at a quality, security, and companied at a quality and a quality.	the server and public portal). A out 40 tables out of 200+) for starting with the housing supply. The work (similar to NDHC socialing both Arcori data platforms in place and create a data governance obliance across the DNSSAB while also
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-Ann Projects/Request for capital and operating funding to increase notes. Letter & presentation to MP Rota 	,	MMAH-Shovel-Ready Housing

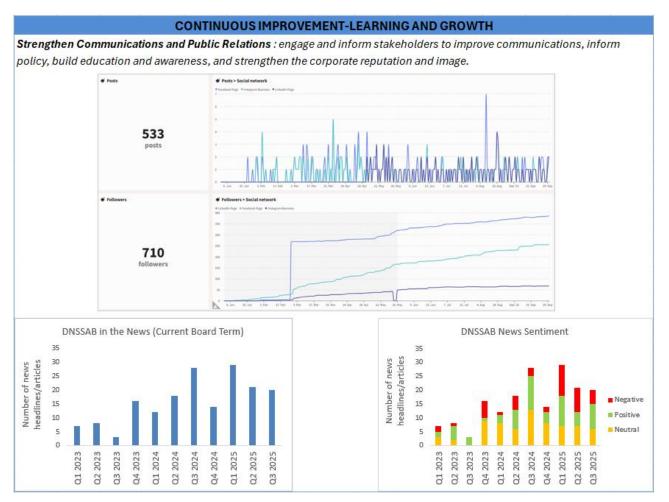
- Letter & presentation to MP Serré
- Letter to MP Gallant
- Letter to Minister Calandra (re: Increased flexibility in Workforce Compensation Fund expenditure)
- Letter to MP Rochefort

Completion: 50%

DNSSAB Key Performance Indicators, October 2025 Update

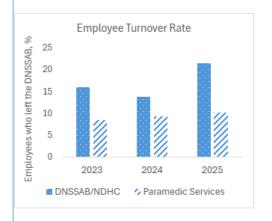


^{*2025} is year-to-date (October 6).

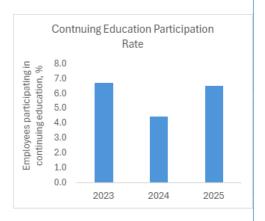


CONTINUOUS IMPROVEMENT-LEARNING AND GROWTH

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

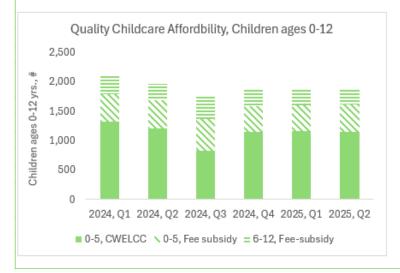


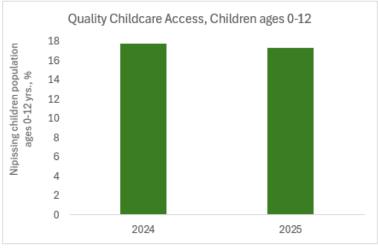




SEAMLESS ACCESS

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.



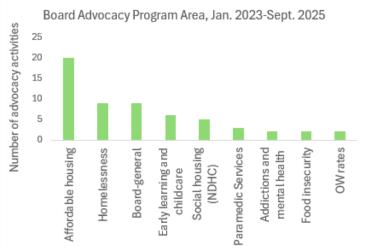


^{*2025} is year-to-date (October 6).

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).

<u>Coordinated Access Nipissing (CAN) Priority List:</u> 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.

<u>Social Media Indicators</u>: 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.

<u>Continuing Education Participation Rate:</u> 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.

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

A<u>verage Subsidy Access Ratio:</u> 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.

<u>Type of Board Advocacy:</u> The number of Board advocacy activities by type of advocacy.

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



Board Term 2023-2026

September 2025 Progress Update

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, municipalowned 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.



Healthy, Sustainable Communities

VALUES

Putting People First, Pro-Active, Collaboration, Inclusion & Diversity

• Implement a Coordinated Access system for homelessness and ancillary services.

Ensure the By-Name List of homeless individuals is tied to a group of community service providers who will find coordinated solutions to rapidly rehouse and provide wraparound supports to individuals

identified.

Continuous Improvement-Learning & Growth

Strengthen Communications, Understanding & **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
- Explore opportunities to generate savings through NDHC energy Page 87 of 98 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

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 underserviced 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 colocation 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.

BOARD REPORT #CORP-2025-025

TOD INCODMATION

	∐ FU	K INFORM	ATION	O r	FUR APPROV	AL	
Date	:	October 2	22, 2025				
Purp	Purpose: Truth and Reconciliation Ad Hoc Committee Update						
Depa	Department Head: Stephen Kirk, Chief of Paramedic Services						
Аррі	Approver: Melanie Shaye, Chief Administrative Officer						
RELATIONSHIP TO STRATEGIC PLAN							
	Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities						
	Maximize Impact		Remove Barriers		Seamless Access	⊠ Learn & Grow	

The Committee's work directly supports DNSSAB's Strategic Plan goals by maximizing impact through strengthening partnerships and culturally safe services for Indigenous communities; removing barriers by promoting cultural competency and enhancing equitable access; and fostering learning and growth through ongoing training and the integration of Indigenous knowledge into organizational practices.

BACKGROUND

In December 2015, the Truth and Reconciliation Commission of Canada released its 94 Calls to Action. DNSSAB is committed to learning, understanding, and providing education to help employees better understand the collective history of Indigenous peoples and settlers on this land. Preliminary research was undertaken to support the Board in adopting a Land Acknowledgement as a first step towards truth and reconciliation. The Board appointed an Ad Hoc Committee to review and assist with this initiative. Members include Mayor Ethel LaValley, Deputy Mayor Jamie Restoule, Councillor Justine Mallah, Councillor Lana Mitchell, and TWOMO Representative Amanda Smith.

Update

To support DNSSAB's strategic objectives of ensuring workplace diversity, equity, and inclusion, the Truth and Reconciliation Ad Hoc Committee's ("the Committee") has undertaken



several actions since fall 2023, summarized below.

The Committee receives updates from DNSSAB staff about ongoing work to improve cultural competency and advance truth and reconciliation. Staff and Committee members bring forward recommendations for Committee consideration and approval.

A number of initiatives are currently underway, including but not limited to, cultural competency training for all staff, the observation of the National Day for Truth and Reconciliation, and meetings with Indigenous partners to identify opportunities where DNSSAB can further support the Indigenous community. The Committee has advocated for cultural competency training opportunities for Board members in the future.

DNSSAB recognizes the importance of increasing staff awareness of Indigenous days of significance, and the Committee has emphasized the value of having DNSSAB representation at local events that support reconciliation. Elder engagement is ongoing, and the Committee continues to promote the use of First Nations Advisors and Elders to strengthen culturally appropriate practices. Additional opportunities to enhance community partnerships are also being explored.

Department Initiatives

Paramedic Services is working with Nipissing First Nation Health and Social Services to expand Community Paramedic support for on and off reserve members. Additional partnerships with various departments and organizations, such as True Self – Debwewenddizwin and Suswin Village, have evolved through DNSSAB's ongoing commitment to truth and reconciliation.

Children's Services, in response to the Calls to Action, has adopted cultural sensitivity recommendations from Indigenous partners and embedded these into practice, sharing them with service providers. In July 2025, the North Bay Indigenous Hub – Giiwedno Mshkikiiwgamig and DNSSAB entered into a partnership agreement to enhance Indigenous-specific primary care services. Building on the existing relationship, this agreement aims to expand access to culturally safe, sustainable, and long-term care for Indigenous patients, families, and community members, while strengthening culturally safe systems and spaces within DNSSAB. Guided by reconciliation, the organizations are committed to fostering a respectful and enduring relationship, supporting existing processes and partnerships, and proactively addressing challenges that may impact their collaboration or the communities they serve. As part of this commitment, DNSSAB will schedule and coordinate biannual meetings to review progress and ensure continued alignment. DNSSAB has also committed to participating in Indigenous Cultural Safety Training, with over 100 employees already enrolled in this important learning opportunity.



Land Acknowledgment and Strategic Actions

The Committee approved the use of DNSSAB's official Land Acknowledgement for public-facing communications, including its posting on the DNSSAB website and social media channels to further promote the organization's commitment to truth and reconciliation. The Committee has also approved the French translation of the acknowledgement for use. The Land Acknowledgement will be incorporated into DNSSAB's staff onboarding materials, Annual Report, and other relevant publications and communications. Additionally, signage will be reviewed and updated as needed to ensure cultural inclusivity and sensitivity.

The importance and required commitment to move forward towards truth and reconciliation were recognized, and a dedicated resource through potential job development under the Health and Wellness portfolio was recommended.

The Strategic Plan action item to develop DNSSAB's Indigenous Land Acknowledgement has been completed and closed as of September 2024. The ongoing commitment to ensure progressive steps toward truth and reconciliation will be supported through the continued work of the Committee.

FINANCIAL AND RISK CONSIDERATIONS

N/A

RESOURCES CITED

Government of Canada, Crown-Indigenous Relations and Northern Affairs Canada. (2015). *Truth and Reconciliation Commission of Canada: Calls to action*. Delivering on Truth and Reconciliation Commission Calls to Action.

AUTHOR: Stephen Kirk, Chief of Paramedic Services

BOARD REPORT #CORP-2025-022

		RINFORM	ATION	or	\boxtimes FOR APPRO	OVAL			
Date:		Septembe	er 24, 2025						
Purpo	Purpose: Healthy Communities Fund Review								
Depa	Department Head: David Plumstead, Manager of Planning, Outcomes and Analytics								
Appro	over:	Melanie S	haye, Chief Adı	ministrative	Officer				
THAT reviev alloca	RECOMMENDATION THAT the District of Nipissing Social Services Administration Board (DNSSAB), following its review of the Healthy Communities Fund (HCF), maintain the annual distribution and allocations to the current HCF organizations. RELATIONSHIP TO STRATEGIC PLAN								
	Alignment w Maximize Impact	vith Strate	gic Plan 2022- Remove Barriers	2042: Heal	thy, Sustainable Seamless Access	Communities Learn & Grow			
	The Healthy Communities Fund helps to remove systemic barriers by funding core community services that meet basic needs in food security, shelter, healthcare, and education. By								

BACKGROUND

communities.

Staff are conducting a Healthy Communities Fund (HCF) review by examining activity reports, service deliverables and targets, and meeting with participating organizations to resolve any issues. The review also includes confirming the present fund distribution and allocation method with the Board (see Recommendation).

addressing these disparities, the fund fosters greater individual well-being and healthier

The purpose of the HCF is to address unmet human service needs/gaps with a focus on poverty reduction. The HCF has a long history and has been in existence since the establishment of the DNSSAB in 1999 and the federal government's introduction of the National Child Benefit (NCB). At the time of NCB implementation, Ontario reduced the child-related portion of social assistance (OW/ODSP) by the federal NCB amount and required that municipalities (naturally through their service system managers) reinvest the related savings to



support local low income-families.¹ Following in 2007, and as part of the provincial Social Assistance Restructuring, the provincial government created the Ontario Child Benefit (OCB) which was a 100% provincially funded benefit delivered outside of social assistance (i.e., through the tax system). This effectively removed the child basic allowance from OW/ODSP and discontinued the federal NCB deductions from social assistance. With children benefits now removed from social assistance and delivered through the tax system, municipalities and the service system managers were expected to continue reinvesting the former NCB savings (now OCB reinvestment) into local programs that support low-income families and children.

In 2011 the HCF took a significant turn when the Board requested that staff provide additional information regarding how OCB funds are distributed in the community. This resulted in a fundamental change and redesign of the OCB process. Since that time, the HCF has undergone numerous changes including changes in name, management, objectives, and community distribution and allocation methods. ² It has also undergone several key transitions, including the OCB redesign in 2011 (and again in 2013), the renaming and restructuring of the fund in 2016/17 (to "Healthy Communities Fund"), and budget reductions between 2018 and 2021.

More recently, the HCF distribution model shifted from a combination of direct allocation and community application process to direct allocations to five organizations (see below). This change was made to provide stable, long-term funding for core community services, based on a review of their ongoing needs and historic support, and to ensure sustainability (see Board Reports EX01-20, B07-21, B25-21).

CURRENT STATUS

Currently five organizations receive HCF to provide core community services and programs in Nipissing District. The Board provides the funding on an annual basis, which is upheld through evergreen contracts with the respective organizations.

The table below lists the HCF organizations, programs, and funding amounts:

¹ As OW benefits were cost shared with the province (80% provincial/20% municipal) at the time, the municipal share of the NCB savings was used to fund local community projects and initiatives. Municipalities were eligible for reimbursement of these funds (and the OCB reinvestments to follow) through the Ontario Municipal Partnership Fund up until 2013.

² The fund has undergone various name changes over the years, from the NCB/OCB Fund to the Innovation Fund, and now the Healthy Communities Fund, with each having different objectives. The objectives include supporting low-income families and children, funding innovative solutions that address service gaps, and reducing poverty in the community. Fund distribution methods have also evolved, including solicited invitations to service managers for funding; direct allocations; community RFPs and online application processes; and hybrid approaches that combine these various methods.



Table 1. Healthy Communities Fund Organizations					
Organization	Program / Service	HCF, \$			
Crisis Centre North Bay	Food Security (Futures)	25,000			
	ID Clinic	30,000			
LIPI	Community Recreation and Engagement Fund	30,000			
	Community Volunteer Tax Program	10,000			
	Denture Assistance Program	30,000			
	Emergency Dental Assistance Fund	30,000			
	Essential Health Fund	30,000			
Salvation Army	Household Setup	10,000			
The Gathering Place	Dine-in Meals	15,000			
	Food Outreach	35,000			
True Self Debwewendizwin	Rural/Peer Outreach	55,000			
Total		300,000			

Note: The annual HCF budget of \$320,000 allocates \$20,000 to the Gateway Hub. As these funds have not been used, they are not reflected in the report.

The above organizations receive the HCF based on the fiscal year (April 1, 2024 – March 31, 2025) and submit bi-annual activity reports that include financial reporting, achievements, lessons learned, and information about referrals and partnerships for the reporting period. As part of the HCF review, a summary of the reports by service provider and program for the recent fiscal year is provided below, including any supplementary details gathered from follow-up calls with the service providers.

HCF Reports April 1, 2024-March 31, 2025

Crisis Centre North Bay

Food Security Program

The food security program involves the planning, administration, and delivery of food security training to youth (ages 16-24) staying at the Futures Residence. This includes planning weekly menus (that align with Canada's Food Guide), providing financial tools and food budgeting skills, and coordinating safe food handling training courses. During the reporting period the program served 23 youth and provided them with essential skills in budgeting food costs and utilizing price-matching apps, fostering greater financial literacy and independence in meal planning. A key milestone was the completion of Safe Food Handler Certification by staff, enhancing the program's commitment to food safety.

Youth engagement has increased when offered creative and easy-to-prepare meals, highlighting the importance of accessible culinary options. However, a tendency toward processed foods during periods of boredom underscored the need for ongoing nutritional education and stimulating meal activities.



During the reporting period strategic partnerships were formed with the Community Counselling Centre, Canadian Mental Health Association, and medical professionals to support mental health and addiction needs, while employment support through YES was introduced to strengthen the program's holistic approach to youth development.

ID Clinic

The ID Clinic helps individuals without proper identification obtain government-issued identification so they can access programs and services. During the reporting period the program made a significant impact by successfully completing ID applications and issuance for 270 individuals, addressing a critical barrier to accessing services and employment. Additional supports such as transportation assistance and the establishment of an ID Bank further enhanced accessibility and convenience for participants.

However, budget limitations led to a reduction in clinic hours, and overspending - covered by Four Elms - and prompted a reassessment of future scheduling to ensure program sustainability.

While referrals were made to mental health, substance use, and employment services, tracking long-term outcomes proved challenging due to the one-time nature of most client interactions. These insights will inform future planning and resource allocation to strengthen continuity of care.

Low Income People Involvement of Nipissing (LIPI)

LIPI plans, administers, and delivers a diverse suite of core programs and services that work towards increasing household stabilization, homelessness prevention, and improving well-being across Nipissing District (see Table 1 for programs). All programs are financially Needs Tested and available throughout the District.

CVIT – Community Volunteer Tax Program during the most recent reporting period, over 1,800 clients successfully filed tax returns through the program. The program ensures eligibility and ongoing access to critical benefits such as OAS, CPP, Canada Child Tax, OW, ODSP, and utility/rent subsidies.

The Emergency Dental Program provided much-needed pain relief, enabling clients without work benefit packages to access much needed oral health care. The program assisted 43 households. At end of fiscal year four outstanding files were ringfenced to secure funding availability until completion.

The Dentures Program provided 11 households with dentures during the reporting period. This exhausted funding and LIPI maintains a waitlist of 19 households as seniors were transferred to the Health Unit's new dentures program.



The Essential Health Fund provided households without health benefits, with prescriptions, eye glasses, and other one-off medical devices/appointments. Also provided were food/gas cards to outlying communities in the district and bed bug covers. The program assisted 81 households during the reporting period.

The Community Recreation and Engagement Fund supported 238 youth with housing start-up packages, school trips, back-to-school supplies and various individual youth programming.

Key lessons learned:

- Bulk purchasing allows for program funds to be maximized.
- Purchasing in the off-season further maximizes LIPI's funding.
- LIPI staff were approved by the Ministry of National Revenue to assist individuals in filing current taxes, and previous years, if required.
- Targeted marketing effectively expands youth access to resources.

Partnerships played a pivotal role in program delivery during the period. The North Bay Parry Sound District Health Unit was central to dental and senior denture services. Discovery Routes provided bikes and the Elks Club co-purchased winter gear. The Ministry of National Revenue provides the infrastructure and technology for tax filing. NDHC and LIPI partner for tax clinics across the District. South Algonquin Town Hall facilitated local distribution of gift cards to address the needs in their community. These collaborations amplified the reach and effectiveness of each program, reinforcing the LIPI's commitment to providing holistic and timely District services.

Salvation Army

Household Setup

The household setup program helps to stabilize individuals or families facing an emergency or crisis by purchasing household items and necessities. During the reporting period the program served 17 individuals and families, including providing beds for those transitioning from homelessness, crisis, and incarceration.

The report emphasizes the need to improve inter-agency referral systems, enhance service accessibility and efficiency, foster trust and engagement through proactive support and encourage ongoing communication between agencies for better outcomes.

The program also promotes physical and mental health and connects clients with other agency supports. For example, referrals and partnerships during the period were made with the CMHA, ODSP, and DNSSAB (Homelessness Prevention Program-HPP).



The Gathering Place

The Gathering Place supports food-insecure youth, families, and individuals in Nipissing District through dine-in meals, food outreach programs, food box distribution, and takeout meals. The centre also organizes special holiday meals and works with community groups to expand meal services.

From April to September 2024, outreach efforts reached 250 youth, 400 families, and 100 individuals, while dine-in services supported 20 youth, 25 families, and 250 individuals. In the October 2024 to March 2025 period, outreach numbers declined slightly, serving 200 youth, 150 families, and 200 individuals, while dine-in participation saw a notable drop among youth and families, serving just 5 youth and 10 families alongside 150 individuals.

Participants benefited significantly from the programs, particularly in the first period, where outreach helped clients save money on groceries, allowing them to pay bills and ensure their children had food for school. Weekly mental health check-ins added an important layer of emotional support. Strategic partnerships with Outloud and various church food banks strengthened food distribution efforts, with The Gathering Place serving as a central hub across the city (North Bay). A new initiative called Family Friday was launched in February 2025, offering meals and groceries to families every Friday evening, marking a fresh approach to community engagement.

Key lessons were the widespread nature of food insecurity, exacerbated by transportation barriers, health challenges, and economic inflation. The growing needs of working families underscored the importance of continued support.

True Self Debwewendizwin

True Self offers peer outreach support for vulnerable people, including those experiencing homelessness, across the urban centres (North Bay, Mattawa, Sturgeon Falls) and rural areas like Bonfield, Rutherglen, and Redbridge. Outreach includes street check-ins, community walk-throughs, scheduled meetings and supports, and community service referrals.

During the reporting period, the Rural Outreach program demonstrated meaningful progress in supporting vulnerable populations through housing, employment, and education initiatives. In the earlier part of the period (April to September 2024), multiple participants secured stable housing at Northern Pines, Suswin Village, and market rent units. This momentum continued into the latter part of the funding year (October 2024 to March 2025), with over 10 individuals—many from encampments—transitioning into safe housing. Additionally, the outreach team supported client access to a treatment center resulting in successful program completion. This outcome highlights the outreach team's role in facilitating applications and providing ongoing support for recovery goals.



Employment outcomes included placements at Northland Glass & Metal and a carpet/ductwork company, graduation from the Laurentian Learning Center, and completion of the Safe Food Handling Course. In the latter half of the reporting period, four additional participants gained employment, one received ODSP approval, and harm reduction plans expanded significantly from six to sixteen participants.

Despite these successes, persistent challenges were identified. Affordable housing remained a critical barrier, particularly for those receiving ODSP or OW. Recurring issues such as long wait times for services and lack of identification continued to hinder progress. Notably, housing retention emerged as a new concern, with some participants returning to homelessness, underscoring the need for sustained support and follow-up.

The program benefited from robust partnerships during the reporting period, including collaborations with health services like the North Bay Parry Sound District Health Unit and Community Paramedics, legal and social support agencies such as Nipissing Community Legal Clinic and DNSSAB, and essential services like The Gathering Place, Mattawa Food Bank, and Compassionate Committee. Housing and shelter support from Crisis Centre North Bay, Suswin Village, and Northern Pines played a pivotal role. Partnerships were also expanded to include the City of North Bay, the Multi-Cultural Centre, and the Brain Injury Association North Bay, further strengthening the program's capacity to address complex needs.

Additional partnerships further enhanced the program's impact. The collaboration with the Elizabeth Fry Society proved instrumental in reducing recidivism, as outreach workers were able to connect with individuals and encourage them to report, preventing breaches and potential reincarceration. A strong and successful partnership with No More Tears West Nipissing was especially evident in winter 2025, when both teams jointly supported the West Nipissing Cold Weather Response Program in Sturgeon Falls. The newly established partnership with the North Bay City Police during the 2024–25 fiscal year enabled the Peer Outreach Support Team to receive direct calls from dispatch for non-emergency situations. Using a peer-led approach, the team helped deescalate non-violent incidents and encouraged individuals to relocate from certain areas before police intervention was required.

During the reporting period, the Peer Outreach Support Team (POST) also responded to 336 calls on the POST phone in North Bay. The majority of these calls originated from businesses in the downtown core, seeking assistance for non-emergency situations similar to those handled through police dispatch. Of these, 27 calls came from police dispatch. This data, tracked through HIFIS, reflects the growing trust and reliance on peer-led outreach as a frontline response to community needs.

The above program highlights from the HCF organizations underscore the crucial role that these organizations play and how the municipal funds are being put to work in addressing the



District's complex social challenges. Their efforts not only respond to immediate needs but also contribute to long-term community well-being and stability.

FINANCIAL AND RISK CONSIDERATIONS

Conducting HCF reviews helps to proactively mitigate risks before they become significant challenges. By assessing fund allocation and program outcomes, these reviews ensure issues are identified early and can be resolved efficiently. Any discrepancies or concerns discovered during the review process will be addressed with the relevant service providers to maintain accountability and support the continuous improvement of services.

Altering fund allocation or distribution methods can have unintended effects. While such changes may benefit the community, they could also disrupt essential services from existing HCF organizations. Decision-makers should weigh the risks and opportunities before making changes to the HCF.

The HCF budget is reviewed annually in the fall as part of the organization's broader budget planning process, which provides a formal opportunity to assess financial priorities, program performance, and community needs. Any proposed changes should be carefully weighed to ensure continued support for essential services and to minimize disruption to existing initiatives.

NEXT STEPS

Upon approval of the recommendation, staff will meet with each HCF service provider to review deliverables, service targets, and reporting requirements.

RESOURCES CITED

District of Nipissing Social Services Administration Board. (2020). Briefing Note EX01-20, *Healthy Communities Fund 2020*.

District of Nipissing Social Services Administration Board. (2021). Briefing Note B07-21, Healthy Communities Fund 2021.

District of Nipissing Social Services Administration Board. (2021). Briefing Note B25-21, Healthy Communities Fund 2021/2022.

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