



DNSSAB BOARD MEETING POST-MEETING AGENDA

Date: **Wednesday, March 25, 2026, 1:30 p.m.**
Location: **DNSSAB Boardroom**
200 McIntyre Street East, North Bay, ON, P1B 8V6

Pages

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 March 25, 2026, at **1:07 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 March 25, 2026, Board meeting.

4. Approval of Minutes

4

Recommended Motion:

THAT the DNSSAB Board adopt the minutes of the February 25, 2026, proceedings of the Finance and Administration Committee meeting and the DNSSAB Board Meeting.

5. Delegations

There are no Delegations for the March 25, 2026, 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 March 25, 2026.

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 7.3.

- 7.1 2026 Board Service Reimbursement Update, CORP-2026-003 12
- 7.2 NOSDA Collaboration and EDCB Procurement Update, CORP-2026-006 14
- 7.3 Social Media Strategy Pilot – OneYear Results, CORP-2026-004 17

8. Managers' Reports

- 8.1 Healthy Communities Fund Reallocation, CORP-2026-005 20

Recommended Motion:

THAT, in light of recent developments and the cessation of True Self’s local homelessness outreach services, the Healthy Communities Fund allocation of \$55,000 previously approved for True Self’s homelessness outreach for 2026-2027 be reallocated and combined with other available funding to support the continuation of 24-hour services at the Low-Barrier Shelter; and

THAT this reallocation be reviewed and reconsidered once the operations of the Low-Barrier Shelter have been stabilized, or by early 2027, whichever occurs first.

- 8.2 2025 Response Time Standards Results, PS-2026-001 23

Recommended Motion:

THAT the District of Nipissing Social Services Administration Board approve the 2025 Paramedic Services Response Time Standards Results Report for submission to the Ministry of Health.

9. Move In Camera

Recommended Motion:

THAT the DNSSAB Board move in-camera on March 25, 2026, at **2:13 PM** to discuss matters of negotiations.

- 9.1 In-Camera Agenda
- 9.2 In-Camera Minutes
- 9.3 Confidential Report from Coordinated Services Re Negotiations
- 9.4 Confidential Report from Coordinated Services Re Negotiations

9.5 Confidential Report from Coordinated Services Re Negotiations

9.6 Back to Open Session

10. Adjourn In Camera

Recommended Motion:

THAT the DNSSAB Board approve the actions and directions discussed at the March 25, 2026, in-camera session.

11. Other / New Business

12. Next Meeting Date

The next DNSSAB Board meeting will be held on April 22, 2026.

13. Adjournment

Recommended Motion:

THAT the DNSSAB Board meeting of March 25, 2026, be adjourned at **2:38 PM**.



**FINANCE AND ADMINISTRATION COMMITTEE MEETING
MINUTES OF PROCEEDINGS**

Date: February 25, 2026, 12:00 p.m.
Location: DNSSAB Boardroom
200 McIntyre Street East, North Bay, ON, P1B 8V6

Members Present: Chair Peter Chirico
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

1. Call to Order

The Chair called the meeting to order at 12:03 PM.

Resolution #: FA 2026-01

Moved by: Mélanie Chenier

Seconded by: Justine Mallah

THAT the Committee accepts the Roll Call as read by the Recording Secretary for the Finance and Administration Committee meeting of February 25, 2026, at **12:03 PM.**

CARRIED

1.1 Declaration of Conflict of Interest

No conflicts were declared.

2. Opening remarks by the Chair

3. Approval of Agenda

Resolution #: FA 2026-02

Moved by: Justine Mallah

Seconded by: Amanda Smith

THAT the Committee accept the Agenda for the February 25, 2026, Finance and Administration Committee meeting.

CARRIED

4. Delegations

4.1 DNSSAB Audit Planning Report

5. Consent Agenda

There were no Consent Agenda items for the February 25, 2026, Finance and Administration Committee meeting.

6. Managers' Reports

There were no Managers' Reports for the February 25, 2026, Finance and Administration Committee meeting.

7. Move In Camera

An in-camera session was not required for the February 25, 2026, Finance and Administration Committee meeting.

8. Adjourn In Camera

9. Other / New Business

No new business was brought before the Committee.

10. Next Meeting Date

The next Finance and Administration Committee meeting will be held on May 27, 2026.

11. Adjournment

Resolution #: FA 2026-03

Moved by: Ethel LaValley

Seconded by: Lana Mitchell

THAT the Finance and Administration Committee meeting of February 25, 2026,
be adjourned at **12:41 PM.**

CARRIED



**DNSSAB BOARD MEETING
MINUTES OF PROCEEDINGS**

Date: February 25, 2026, 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
Chris Mayne
Dan O'Mara
Ethel LaValley
Jamie Restoule
Justine Mallah
Maggie Horsfield
Mélanie Chenier
Peter Chirico
Terry Kelly

1. Call to Order

The Chair called the meeting to order at 12:53 PM.

Resolution #: DNSSAB 2026-14

Moved by: Amanda Smith

Seconded by: Mélanie Chenier

THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the DNSSAB Board Meeting of February 25, 2026, at **12:53 PM.**

CARRIED

1.1 Declaration of Conflict of Interest

No conflicts were declared.

2. Opening Remarks by the Chair

3. Approval of Agenda

Resolution #: DNSSAB 2026-15

Moved by: Dan O'Mara

Seconded by: Jamie Restoule

THAT the DNSSAB Board accept the Agenda for the February 25, 2026, Board meeting.

CARRIED

4. Approval of Minutes

Resolution #: DNSSAB 2026-16

Moved by: Ethel LaValley

Seconded by: Terry Kelly

THAT the DNSSAB Board adopt the minutes of the January 28, 2026, proceedings of the DNSSAB Board Meeting.

CARRIED

5. Delegations

There were no Delegations for the February 25, 2026, DNSSAB Board meeting.

6. CAO Verbal Update

Resolution #: DNSSAB 2026-17

Moved by: Ethel LaValley

Seconded by: Mélanie Chenier

THAT the DNSSAB Board receive the CAO's Verbal Update as presented to the Board on February 25, 2026.

CARRIED

7. Consent Agenda

Resolution #: DNSSAB 2026-18

Moved by: Maggie Horsfield

Seconded by: Ethel LaValley

THAT the Board receive for information Consent Agenda items 7.1 through 7.3.

CARRIED

7.1 Hunger Count 2025 Summary, COORD-2026-003

7.2 Multi-Year Accessibility Plan 2026-2030, HR-2026-001

7.3 Cartier Street, North Bay Housing Expansion Update, COORD-2026-002

8. Managers' Reports

8.1 Shelter Bed Eligibility Policy – Revised, COORD-2026-005

Resolution #: DNSSAB 2026-19

Moved by: Vice Chair Lana Mitchell

Seconded by: Peter Chirico

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the revised Shelter Bed Eligibility Policy, based on recommendations made by the Board at the January 2026 DNSSAB Board meeting.

CARRIED

8.2 Homelessness Advocacy Motion, COORD-2026-006

Resolution #: DNSSAB 2026-20

Moved by: Dan O'Mara

Seconded by: Vice Chair Lana Mitchell

THAT the District of Nipissing Social Services Administration Board (DNSSAB) directs the CAO to communicate with the Province of Ontario and the Government of Canada, advocating for funding to support

homelessness services and supports, including maintaining the 24-hour emergency low-barrier shelter services from May 1 to October 31, as well as additional emergency shelter overflow spaces; and

THAT copies of this resolution be forwarded to all District of Nipissing municipalities seeking their written support; and

THAT copies of all resolutions passed by the DNSSAB and municipalities be forwarded to the appropriate Provincial and Federal representatives, along with letters of support received from community agencies impacted by a reduction in homelessness services.

CARRIED

9. Move In Camera

Resolution #: DNSSAB 2026-21

Moved by: Chris Mayne

Seconded by: Mélanie Chenier

THAT the DNSSAB Board move in-camera on February 25, 2026, at **2:10 PM** to discuss matters of negotiations.

CARRIED

9.1 In-Camera Agenda

9.2 In-Camera Minutes

9.3 Confidential Report from Coordinated Services Re Vendor Negotiations

9.4 Confidential Update from Coordinated Services Re Negotiations

9.5 Back to Open Session

10. Adjourn In Camera

Resolution #: DNSSAB 2026-22

Moved by: Amanda Smith

Seconded by: Ethel LaValley

THAT the DNSSAB Board approve the actions and directions discussed at the February 25, 2026, 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 March 25, 2026.

13. Adjournment

Resolution #: DNSSAB 2026-23

Moved by: Justine Mallah

Seconded by: Terry Kelly

THAT the DNSSAB Board meeting of February 25, 2026, be adjourned at **2:42 PM**.

CARRIED



BOARD REPORT #CORP-2026-003

FOR INFORMATION *or* **FOR APPROVAL**

Date: March 25, 2026
Purpose: 2026 Board Service Reimbursement Update
Department Head: Justin Avery, Director of Finance and Administration
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**

This report provides the Board with the updated honoraria rates for the period of February 2026 through January 2027 per the Board Service Reimbursement Policy (the Policy).

BACKGROUND

- The honoraria rates in the Policy are set to increase each year in February in accordance with the Consumer Price Index (CPI) for Ontario based on the year over year change as of January 31 each year.
- The honoraria are in place to compensate Board members for their attendance at meetings, recognizing that the Chair and Vice Chair assume additional responsibilities outside of meeting times.

FINANCIAL AND RISK CONSIDERATIONS

The January 2025 to January 2026 CPI change for Ontario was 2.0%. Therefore, a 2.0% increase is applied to the 2025 Board honoraria rates to determine the 2026 rates as outlined in Figure 1 below, and in accordance with the Policy's statement on meeting rates being adjusted in February of each year by the Consumer Price Index (Ontario) for the prior year based on Statistics Canada¹.

¹ Original rates and annual increases based on the Consumer Pricing Index (CPI) approved in Resolution 2011-067

Figure 1:

Board Member Rate				
2025	Board Meeting	Committee Meetings	Ad-hoc Meeting	NDHC Board
Board Chair	\$ 628.51	\$ 147.33	\$ 79.01	\$ 147.33
Vice Chair	\$ 471.47	\$ 147.33	\$ 79.01	\$ 147.33
Board Member	\$ 392.46	\$ 147.33	\$ 79.01	\$ 147.33

Statistics Canada Consumer Price Index
January 2026 = 2.0% increase
(12 month change)

Board Member Rate				
2026	Board Meeting	Committee Meetings	Ad-hoc Meeting	NDHC Board
Board Chair	\$ 641.08	\$ 150.28	\$ 80.59	\$ 150.28
Vice Chair	\$ 480.90	\$ 150.28	\$ 80.59	\$ 150.28
Board Member	\$ 400.31	\$ 150.28	\$ 80.59	\$ 150.28

An estimated annual increase to the honoraria rates was included in the 2026 budget. Therefore, no additional resources are required.

OPTIONS AND/OR RECOMMENDATIONS

N/A

NEXT STEPS

These Board/Committee honoraria rates are effective from February 2026 through January 2027.

RESOURCES CITED

N/A



BOARD REPORT #CORP-2026-006

FOR INFORMATION *or* **FOR APPROVAL**

Date: March 25, 2026

Purpose: **NOSDA Collaboration and EDCB Procurement Update**

Department Head: Justin Avery, Director of Finance and Administration

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**

Maximize Impact – Build and expand partnerships while leveraging opportunities to obtain funding for housing development in the District.

Remove Barriers – Remove financial barriers that currently exist to funding for housing development.

Learn and Grow – Collaboration and partnerships allow for exploration of new and innovative ways to fund affordable housing development.

BACKGROUND

The following in-camera Board reports have been presented to the DNSSAB and NDHC Boards to provide updates related to this topic:

1. Board Report #HS-2025-028, NOSDA Collaboration (DNSSAB in-camera) on September 24, 2025
2. Board Report #HS-2025-050, NOSDA Collaboration (DNSSAB in-camera) on December 17, 2025
3. Board Report #COORD-2026-004, NOSDA Association and Pooling Agreements (DNSSAB in-camera) on February 25, 2026
4. Board Report #NDHC-2026-001, EllisDon Tender Recommendations (NDHC in-camera) on February 25, 2026

February DNSSAB and NDHC in-camera reports permitted staff to bring the NOSDA Collaboration out of camera.

Here is a summary of the above reports:

- The Northern Ontario Service Deliverers Association (NOSDA), who represents the 10 DSSAB's, plus the City of Greater Sudbury, has partnered with EllisDon Community Builders Inc. (EDCB) to collaboratively advance a portfolio-based non-market housing initiative across Northern Ontario.
- NOSDA represents 144 municipalities in Northern Ontario and is uniquely positioned to represent the housing interests from the Quebec to Manitoba border.
- The objective of NOSDA is to work in partnership with EDCB utilizing their "Base Design™" as the foundation of the projects to accelerate project timelines and showcase a Northern Ontario portfolio approach.
- This approach positions NOSDA members to meet aggressive funding timelines anticipated from upcoming federal and provincial programs, including:
 - Canada Mortgage and Housing Corporation Affordable Housing Innovation Fund
 - Build Canada Homes
 - Building Ontario Fund
- The portfolio approach is designed to increase the likelihood of receiving federal or provincial funding through the above-mentioned programs as large-scale portfolio applications are expected to be prioritized for funding. Without the engagement of all members of DSSAB, and the City of Greater Sudbury, the portfolio approach would not have the same collaborative impact.
- DNSSAB will be executing Association and Pooling Agreements to facilitate collaborative funding initiatives between the District Social Services Administration Boards, the City of Greater Sudbury, and NOSDA.
- Through the above processes, DNSSAB and NDHC have procured EDCB's services to bring four NDHC properties to shovel-ready status in preparation for NOSDA's applications for housing development funding.

FINANCIAL AND RISK CONSIDERATIONS

The following points summarize DNSSAB's and NDHC's procurement process related to the above commitments:

- DNSSAB entered into direct negotiations with NOSDA, under the authority of DNSSAB/NDHC Purchasing Policy, as a sole-source arrangement due to the pooling association constituting a purchasing group with a strong possibility of lowering costs and increasing funding opportunities for the development of affordable and supportive housing.
- DNSSAB entered into direct negotiations with EDCB, under the authority of two sections of the DNSSAB/NDHC Purchasing Policy:
 - Similar to the point above, procurement with EDCB can be considered part of a purchasing group due to NOSDA's partnership with EDCB and DNSSAB's collaboration with NOSDA.
 - As a single-source arrangement, as EDCB is considered to be a special vendor

with the knowledge and experience to advance a Northern Ontario-focused, portfolio-based, non-market housing initiative.

Due to the above points, direct negotiations are justified in accordance with the DNSSAB/NDHC Purchasing Policy.

OPTIONS AND/OR RECOMMENDATIONS

N/A

NEXT STEPS

- Continue working with EDCB to bring NDHC's identified properties to shovel-ready status so they are ready for funding applications.
- Continue working with NOSDA through the Association and Pooling Agreements to apply for housing development funding.

RESOURCES CITED

N/A



BOARD REPORT #CORP-2026-004

FOR INFORMATION or FOR APPROVAL

Date: March 25, 2026

Purpose: Social Media Strategy Pilot – One- Year Results

Department Head: Brooke Piercey, Communications and Executive Coordinator

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**

Maximize Impact: Strengthened visibility of DNSSAB programs, services, and partnerships through consistent, multi-platform digital communications.

Remove Barriers: Improved access to timely and accessible information related to programs, services, and supports available across Nipissing District.

Seamless Access: Streamlined information sharing through centralized corporate social media channels that connect residents to core services and resources.

Learn & Grow: Enhanced organizational capacity through data-informed communications, transparent messaging, and promotion of DNSSAB as an employer of choice.

BACKGROUND

In February 2025, the Board received [Board Report #CORP-2024-003](#), which outlined a one-year Social Media Strategy Pilot (the Pilot) designed to address DNSSAB's previously uncoordinated and decentralized social media presence. The Pilot established three core goals:

- **Expand Awareness:** Educate on programs and services to enhance accessibility, increase public understanding, and position the organization as an employer of choice.
- **Generate Engagement:** Encourage meaningful interaction, build strong relationships with residents, and cultivate a sense of shared responsibility for community well-being.
- **Motivate Allies:** Nurture collaboration with community partners to broaden DNSSAB's impact, enhance service delivery, and create innovative solutions for Nipissing District.

The Pilot began with a soft launch in January 2025, followed by a full public launch after the February 2025 Board presentation. Corporate social media accounts were introduced on Facebook, Instagram, and LinkedIn over the course of the year. Based on sector research and emerging public-sector best practices, the strategy prioritized maintaining a focused number of platforms rather than expanding across additional channels.

In June 2025, the Board received [Board Report #CORP-2025-015](#), which provided KPMG's Organizational Review Final Report. In it, was identified the strategic opportunity of developing an internal and external communication strategy. It described using social media to foster community and staff pride by demonstrating the positive work and contribution of DNSSAB to the community, such as considering featuring client and staff success stories. The KPMG recommendation on communication through social media has encouraged the continued work towards the three goals listed above.

Pilot Performance – Consolidated Metrics

Over the one-year Pilot period, DNSSAB established a sustained and measurable digital presence across its three corporate social media platforms. The combined audience now totals 1,019 followers, as of March 12, 2026, across:

- [Facebook](#)
- [LinkedIn](#)
- [Instagram](#)

A total of 781 DNSSAB-originated social media posts have been shared as of March 12, 2026, supporting consistent visibility of DNSSAB programs, services, initiatives, and partnerships. Collectively, these posts have generated hundreds of thousands of views and impressions, demonstrating strong reach and ongoing exposure to residents, stakeholders, and community partners across the District.

In addition to DNSSAB-originated content, communications channels are also used to amplify relevant information from community partners, supporting coordinated messaging and broader awareness of services available across the District.

Taken together, the Pilot outcomes demonstrate that DNSSAB achieved its three core goals by expanding awareness, generating engagement, and strengthening collaboration through a coordinated and sustainable digital presence.

FINANCIAL AND RISK CONSIDERATIONS

The Pilot functioned as a learning and testing period to inform sustainable, long-term communications practices. As experience was gained, DNSSAB identified more efficient approaches to content planning, delivery, and performance tracking, resulting in ongoing cost

avoidance and reduced reliance on higher-cost solutions. These efficiencies support consistent communications outcomes while strengthening financial stewardship moving forward.

Risk mitigation measures, including the Media Relations Policy and public Terms of Use, remain in effect and continue to support responsible and compliant online engagement.

No significant risks or incidents were identified during the pilot period.

OPTIONS AND/OR RECOMMENDATIONS

N/A

NEXT STEPS

- Strengthen collaborative and joint communications campaigns with community partners, ranging from targeted initiatives to broader District-wide campaigns.
- Leverage insights from the Pilot to continue the use of a coordinated social media approach, to further refine content planning, analytics review, and platform-specific approaches.
- Support expanded communications capacity through the addition of an NOHFC-funded Communications Intern, enhancing content development, analytics tracking, and campaign coordination.

RESOURCES CITED

N/A



BOARD REPORT #CORP-2026-005

FOR INFORMATION or FOR APPROVAL

Date: March 25, 2026

Purpose: Healthy Communities Fund Reallocation

Department Head: David Plumstead, Manager of Planning, Outcomes and Analytics

Approver: Melanie Shaye, Chief Administrative Officer

RECOMMENDATION

THAT, in light of recent developments and the cessation of True Self's local homelessness outreach services, the Healthy Communities Fund allocation of \$55,000 previously approved for True Self's homelessness outreach for 2026-2027 be reallocated and combined with other available funding to support the continuation of 24-hour services at the Low-Barrier Shelter; and

THAT this reallocation be reviewed and reconsidered once the operations of the Low-Barrier Shelter have been stabilized, or by early 2027, whichever occurs first.

RELATIONSHIP TO STRATEGIC PLAN

Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

Maximize Impact Remove Barriers Seamless Access Learn & Grow

The Healthy Communities Fund (HCF) and low-barrier shelter play an integral role in helping the Board remove systemic barriers and reduce disparities for vulnerable groups in the Nipissing District.

BACKGROUND

In recent years, True Self has received annual HCF funding of \$55,000 to deliver peer outreach support and services to vulnerable populations, including individuals experiencing homelessness, throughout the urban and rural areas of the Nipissing District. These services have encompassed street check-ins, community walk-throughs, scheduled meetings and supports, as well as referrals to community resources. Such initiatives have been instrumental

in addressing urgent needs, supporting complex social challenges, and contributing to overall community safety and well-being.

Unfortunately, however, DNSSAB staff were recently informed that True Self will no longer be providing these services, as confirmed by media reports from BayToday and CTV News (March 2026). Given that HCF funding is disbursed annually for the fiscal year beginning April 1 and ending March 31, the next allocation to True Self would have occurred on April 1, 2026.

Alongside the decrease in homelessness services (noted above), the Board and staff are also under pressure to secure more funding to keep the low-barrier shelter open 24 hours a day. As highlighted in last month's [Board Report #COORD-2026-006: Homelessness Advocacy Motion](#) (February 2026), plans to reduce the shelter's operating hours from 24 to 12 hours between May and October 2026 have prompted an extensive advocacy effort aimed at raising additional funds to support round-the-clock shelter service.

CURRENT STATUS

In light of the above developments, and with the discontinuation of True Self's outreach services creating an available funding opportunity, it is both practical and necessary to consider reallocating the upcoming HCF funds to directly support the ongoing operations of the low-barrier shelter and help maintain essential 24-hour services for those most in need. While the HCF \$55,000 alone is likely insufficient to fund homelessness outreach services, it can bring greater leverage when combined with other funds to help cover the low-barrier shelter operating shortfall needed for 24/7 service.¹ This reallocation can then be reviewed when the low-barrier shelter operations have stabilized or by early 2027, whichever comes first.

Based on the above background and current status, staff recommends Board approval of the report's initial recommendation.

FINANCIAL AND RISK CONSIDERATIONS

Service Continuity Risk: The discontinuation of outreach by True Self creates a potential gap in support for vulnerable groups, particularly people experiencing homelessness. Although the low-barrier shelter and outreach services target similar populations, the shelter alone may not fully meet the needs that outreach services previously addressed.

Leveraging Funds: While the \$55,000 may not be enough to support outreach services on its own, it can be leveraged with other sources to maximize impact. There is a risk, however, that if supplementary funding is not secured, the intended benefits may not be fully realized.

¹ In addition to the HCF \$55,000, True Self also received annual funding through DNSSAB Housing Services for the Peer Outreach Support Team (POST).

Strategic Alignment: The reallocation aligns with the Board's goal to eliminate systemic barriers and decrease disparities among vulnerable populations. However, since the two services differ in nature and are not interchangeable, shelter services may not entirely make up for the absence of outreach services, potentially affecting community safety and well-being in different ways.

NEXT STEPS

Staff are presently in the process of ending contracts with True Self for the provision of peer outreach support and services. Staff will also proceed to implement the Board's direction and decision regarding the approval of the recommended motion.

RESOURCES CITED

- Konken, W. (2026, March 5). True Self outreach contract with DNSSAB ending as NFN refocuses services. *BayToday*. Retrieved from <https://www.baytoday.ca/local-news/true-self-outreach-contract-with-dnssab-ending-as-nfn-refocuses-services-11961453>
- CTV News. (Northern Ontario Watch). (2026). *True Self leaving North Bay streets to better serve Nipissing First Nation members*. Available from [True Self leaving North Bay streets to better serve Nipissing First Nation members – CTVNews](#)
- District of Nipissing Social Services Administration Board. (2026). Board Report COORD-2026-006, *Homelessness Advocacy Motion*. [Home - dnssab-bm Feb25 2026](#)



BOARD REPORT #PS-2026-001

FOR INFORMATION or FOR APPROVAL

Date: March 25, 2026
Purpose: 2025 Response Time Standards Results
Department Head: Stephen Kirk, Chief of Paramedic Services
Approver: Melanie Shaye, Chief Administrative Officer

RECOMMENDATION

THAT the District of Nipissing Social Services Administration Board approve the 2025 Paramedic Services Response Time Standards Results Report for submission to the Ministry of Health.

RELATIONSHIP TO STRATEGIC PLAN

Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

Maximize Impact Remove Barriers Seamless Access Learn & Grow

Learn & Grow – The 2025 Response Time Standards Results support a continuous improvement approach, leading to efficient and effective processes and operating methods with high-quality service delivery. Through this process, the organization enhances employee and technology capabilities and strengths, focusing on internal learning, growth, and adaptability. This supports the strategic goal of delivering high-quality services while adapting to changing needs.

PURPOSE

The purpose of this report is to provide the District of Nipissing Social Services Administration Board (DNSSAB) with both the background for the Ontario Ambulance Response Time Standards (RTS) and detailed compliance results for the 2025 period. This data is reported to the Board annually. A letter detailing the response performance will be submitted to the Ministry of Health (MOH) Emergency Health Regulatory & Accountability Branch (EHRAB) Director by the March 31, 2026, deadline, as prescribed in the Ambulance Act regulations.

BACKGROUND

In 2006, the provincial government, in conjunction with the Association of Municipalities of Ontario and the Land Ambulance Steering Committee, established a committee to review the current and future state of several subjects, including response time standards for paramedics. On July 31, 2008, amendments to the Ambulance Act were passed. One such amendment related to Response Time Performance Plans and methods for measuring regulatory compliance. Following a number of delays, Response Time changes were finally implemented in 2013.

Response Time Performance Plan Design

Under Regulation 257, each Direct Delivery Agent (DDA) responsible for the provision of land ambulance services is responsible for submitting a Response Time Performance Plan to the EHRAB no later than October 31 of each year. This plan shall detail expected compliance with response targets for the following calendar year. The report shall break out target compliance based on patient acuity as set out in the Canadian Triage and Acuity Scale (CTAS). The CTAS scale ranks patient acuity from CTAS 1 (the most severe) to CTAS 5 (the least severe). A breakdown of the acuity scale is detailed within this document.

By March 31 of each year, the DDA must submit a compliance report to the EHRAB Director that captures response time efficacy and compliance for the previous calendar year. DNSSAB reports response time metrics based on District-wide performance.

CTAS Reaffirmed

An understanding of the CTAS is required to interpret the Response Time Standard metrics. CTAS is a method for grouping patients according to the severity of their condition and is inclusive only of patients managed through the 9-1-1 emergency system. The CTAS scale is a medically validated scale used by hospital emergency departments across the Province. The CTAS scores are defined as follows:

CTAS 1: Severely ill, requires resuscitation

Requires resuscitation and includes conditions that are threats to life or imminent risk of deterioration, requiring immediate aggressive interventions (for example, cardiac arrest, and major trauma, or shock states).

CTAS 2: Requires emergent care and rapid medical intervention

Requires emergent care and includes conditions that are a potential threat to life or limb function, requiring rapid medical intervention or delegated acts (for example, head injury, chest pain, or internal bleeding).

CTAS 3: Requires urgent care

Requires urgent care and includes conditions that could potentially progress to a serious problem requiring emergency intervention, such as mild to moderate asthma, moderate trauma or vomiting and diarrhea in patients younger than two years.

CTAS 4: Requires less-urgent care

Requires less-urgent care and includes conditions related to patient age, distress or potential for deterioration or complications that would benefit from intervention, such as urinary symptoms, mild abdominal pain, or earache.

CTAS 5: Requires non-urgent care

Requires non-urgent care and includes conditions in which investigations or interventions could be delayed or referred to other areas of the hospital or health care system, such as sore throat, menses, conditions related to chronic problems or psychiatric complaints with no suicidal ideation or attempts.

Patient acuity of inter-facility activity is not considered in the CTAS system of scoring; however, such workload negatively influences emergency resource response capacity.

Response Time Standard Targets

As detailed earlier, DNSSAB is required to report the projected response time standard targets to the MOH by October 31 of each year. The 2025 targets were submitted in October 2024, and the 2025 target results detailed in the table below will be submitted by March 31 of this year.

Additionally, target non-compliance must be accompanied with detailed assessment findings and proposed methods to reach target response times.

Results

Ambulance Dispatch Decision Support (ADDS) Data - RTS				
MOH ADDS Data Set Patient Severity*	Target Time	Actual Time	Target Response Met	Call Volume By CTAS
Sudden Cardiac Arrest (SCA)	6 minutes, 42% of time	6 minutes, 56.71% of time	YES	67
CTAS 1	8 minutes, 72% of time	8 minutes, 69.34% of time	NO	261
CTAS 2	11 minutes 72% of time	11 minutes, 76.02% of time	YES	3172
CTAS 3	12 minutes 72% of time	12 minutes, 77.64% of time	YES	4583
CTAS 4	20 minutes 90% of time	20 minutes, 92.03% of time	YES	2872
CTAS 5	25 minutes 90% of time	25 minutes, 94.84% of time	YES	1360

Current Issues/Challenges

The Response Time Standard process for calculating paramedic service response efficiency is far more appropriate than the historic “MOHLTC 1996 90th percentile” model, previously in place. That standard simply required services to maintain their response times, as they existed in 1996 and did not account for system evolution, demographic deviations, or funding changes.

Despite the modernization of response measures, there is wide acknowledgement that the current process has its own challenges. The current model places a greater focus on response to sudden cardiac arrest patients, who represent less than 0.6% of the total patient population and one where successful resuscitation is rare when the event is not witnessed.

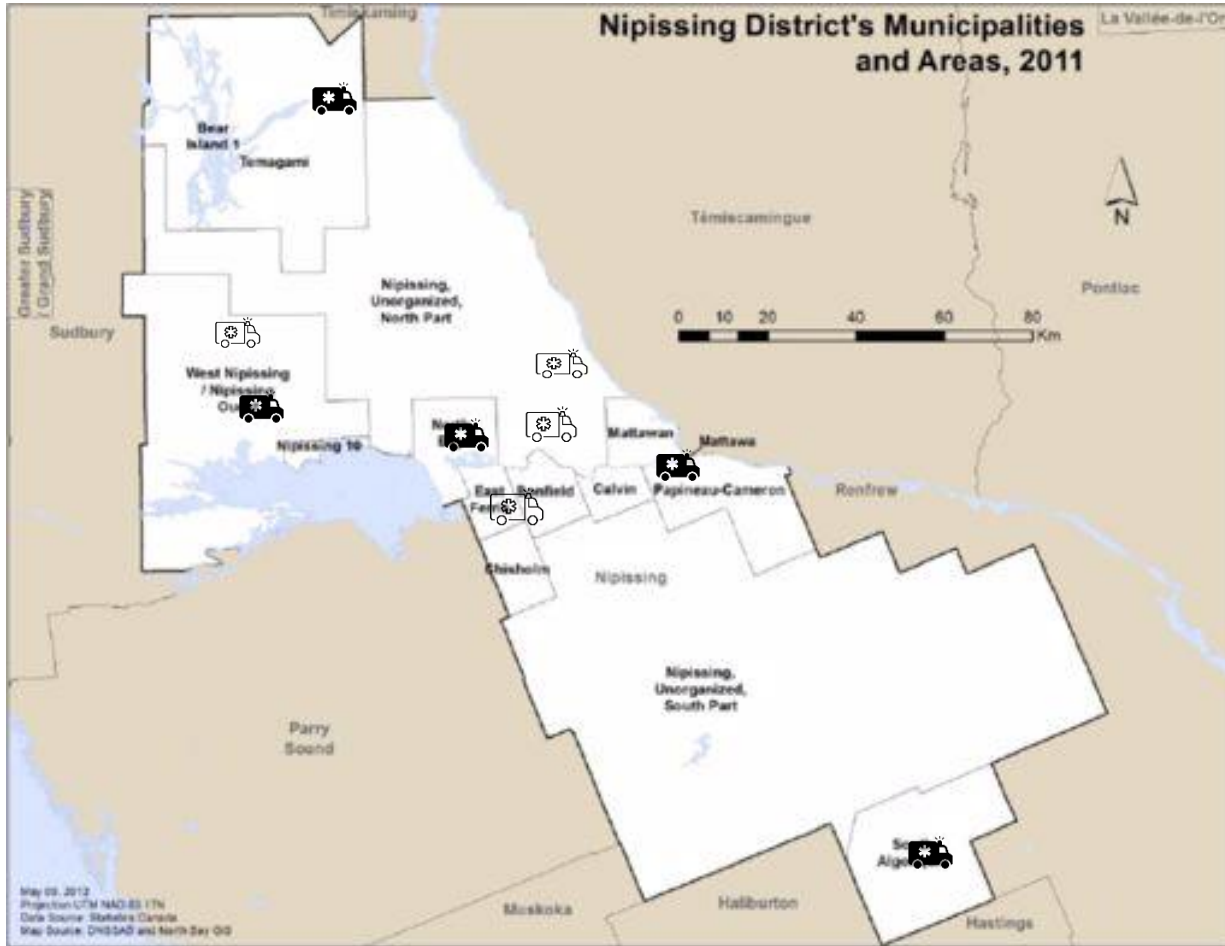
It is also important to note that formal data points utilized for assessment of RTS compliance are compiled by the MOH Central Ambulance Communications Centres through manual inputs and then populated to paramedic electronic forms through software uploads. These inputs are subject to delays due to extreme stress and conflicting priorities. A more accurate assessment tool would be “real-time” system monitoring. The provincial system, Mobile Computer Aided Dispatch (MCAD), is currently being evaluated by DNSSAB Paramedic Services and has been implemented across 35 paramedic services in Ontario

The ability of a paramedic service to achieve the six- or eight-minute response timeframe a high percentage of the time remains a challenge due to issues ranging from static deployment modelling to rural geographic limitations. A target-compliant response within six minutes from notification excludes distances beyond six to eight kilometres from a paramedic station.

Sudden Cardiac Arrests (SCA) compose less than 0.6% of the total volume of paramedic responses, and while these events are of significant risk to the patient, the capacity to respond to these calls should not be the greatest organizational metric of success. Slight changes to response times would have significant impact on success metrics. Each call would alter the overall performance rate by nearly 1.5%.

The overall call volume in Nipissing remained stable in 2025. There are continued challenges related to geography that apply pressure to RTS. In January 2024, the Board approved changes in deployment that affected the on-call bases, which came into effect in June 2024. A significant improvement in SCA response was noted in 2025, increasing from 43.4% to 56.71%. This attributed to a change in deployment strategy and a more fulsome review of tiered response times.

Overall geography has the greatest impact on RTS. Current base locations have been positioned to minimize this impact; however, ongoing evaluation will continue to seek opportunities to reduce response times across the District.



Paramedic



Emergency First Response Team

FINANCIAL AND RISK CONSIDERATIONS

N/A

OPTIONS AND/OR RECOMMENDATIONS

For the fiscal year 2026, the RTS Plan has been revised to better reflect district response to SCA and CTAS 1 patients to align with comparator DSSABs ([Board Report #PS-2025-008](#)). Example: 2023 RTS Plan for: MSDSB – SCA 6 mins/30%, CTAS 1 – 8 mins/30%, KDSB – SCA 6 mins/30%, CTAS 1 – 8 mins/40%, CDSB – SCA 6 mins/50%, CTAS 1 – 8 mins/60%, DTSSAB - SCA 6 mins/35%, CTAS 1 – 8 mins/50%.

DNSSAB looks to leverage improved technology to ensure more accurate data is processed through the dispatch system. The goal is to improve response time across the District to continue to show improvements to service delivery while evaluating the impacting factors and adjusting the deployment plan accordingly.

NEXT STEPS

N/A

RESOURCES CITED

Ministry of Health ADDS data