



2025 - 2030 STRATEGIC PLAN

STRONGER TOGETHER

LEADING CHANGE FOR HEALTH AND
HUMAN SERVICES IN NORTHERN ONTARIO

Northern Ontario Service Deliverers Association



About Us

Vision: Lead transformative change to build resilient and thriving communities in Northern Ontario through innovative, sustainable, and integrated health and human services.

Mission: To champion effective and coordinated health and human services that drive long-term economic and social well-being in Northern Ontario.

Value Statements:

- We will aid member organizations and their local municipalities by demonstrating creativity, responsiveness, and efficiency in planning, design and delivery of human services and in willing to explore innovative and evidence-based ways to achieve results.
- We will work to earn the reputation as a good partner and strong voice for Northern communities amongst government agencies and other organizations.

Who We Represent

- 11 organizations representing municipal service managers and district social services administration boards that cover the entire geography of Northern Ontario (with the exception of First Nations).
- Collectively, our members manage annual operating budgets exceeding \$1 billion.
- NOSDA members plan and coordinate the delivery of public services and infrastructure programs across the North:
 - Financial and Employment Assistance
 - Early Learning and Child Care
 - Paramedic Services
 - Community Housing
 - Homelessness Prevention



806, 708

of square kilometres

789, 519

of people living in Northern
Ontario (2021 Census)

What We Do

- **Advocacy & Policy Solutions:** Engage with governments and offer professional expertise to influence policies on housing, child care, social services, homelessness and paramedics.
- **Knowledge Sharing:** Conduct and support studies, gathering data, and sharing best practices to support evidence-based decision-making, program evaluation and reporting, and ensuring measurable impacts are demonstrated.
- **Member Support:** Provide a platform for members and municipal leaders to discuss and align advocacy strategies.
- **Collaboration & Partnership:** Work with organizations toward solutions and advocacy issues for our members.
- **Capacity Building:** Bring together industry leaders, experts, and program and service staff to learn, share best practices and resources to support service delivery improvements.

Key Challenges

- **Funding & Policy Gaps:** Provincial and federal policies often fail to account for the higher costs and operational realities of delivering human and health services in the North, leading to underfunded programs and service gaps.
- **Workforce Recruitment & Retention:** The availability of qualified professionals in health care, social services, and early learning is a persistent challenge, exacerbated by a limited talent pool and difficulties in attracting workers to rural and remote areas.
- **Mental Health & Addictions Crisis:** The North is experiencing growing mental health and substance use issues, with service capacity often falling short of community needs.
- **Social Assistance & Employment Transformation (ET) Disconnect:** The lack of stable employment opportunities in the North exacerbates efforts to transition clients off social assistance. Adapting to the new ET model of service delivery has put a strain on service quality, under reduced budgets.

Key Challenges

- **Housing & Homelessness Pressures:** Affordable housing is in critically short supply, and homelessness is increasing, requiring urgent investment in supportive, transitional, and Indigenous-led housing solutions. Current community housing has unfunded capital needs.
- **Child Care & Early Learning Constraints:** Workforce shortages, funding restrictions, limited access in remote communities, infrastructure gaps to expand child care, transportation barriers, and the complexities of the implementation of the CWELCC system, present significant challenges in delivering child care and early learning services.
- **Emergency Medical Care Strain:** Strained resources, funding constraints, workforce shortages and limited-service availability has put pressures on paramedic services. This has resulted in long response times across vast regions, ambulance offload delays, and unprecedented demand for community paramedicine and emergency care.

Strategic Goals



Strengthen
Advocacy &
Political
Influence



Drive Solutions
to Improve
Service Delivery



Advance
Strategic
Partnerships &
Collaboration



Enhance
NOSDA's
Communications
& Political
Awareness



Build
Organizational
Governance &
Member
Capacity



Leverage Data
for Decision
Making
& Policy
Development

Executing Our Strategy



Strengthen Advocacy & Political Influence



Drive Solutions to Improve Service Delivery



Advance Strategic Partnerships & Collaboration

OBJECTIVES

Establish NOSDA as the leading advocate for championing health and human services in Northern Ontario.

Advocate for targeted solutions to address Northern Ontario's unique regional service delivery challenges.

Expand NOSDA's impact through strategic alliances and partnerships to unite in shared purpose and action.

Actions

Develop and implement a Northern Ontario Strategic Advocacy approach focused on service recipient outcomes, service equity, funding and policy change.

Identify and prioritize key resolutions at the NOSDA AGM to align with targeted partners, maximizing advocacy impact and effectiveness.

Establish a stronger presence by bringing the narrative of Northern Ontario issues to larger federal and provincial discussions.

Influence programs and policy at the provincial and federal levels through meaningful consultations with all levels of government in bold conversations.

Establish annual advocacy priorities through member engagement to communicate, leverage collaboration and be pro-active in our approach.

Showcase innovative evidence-based service delivery models that demonstrate practical solutions based on our expertise and practice.

Continue to come together as a collective to share experiences, identify best practices and pilot innovative solutions with the goal to affect meaningful change in our communities.

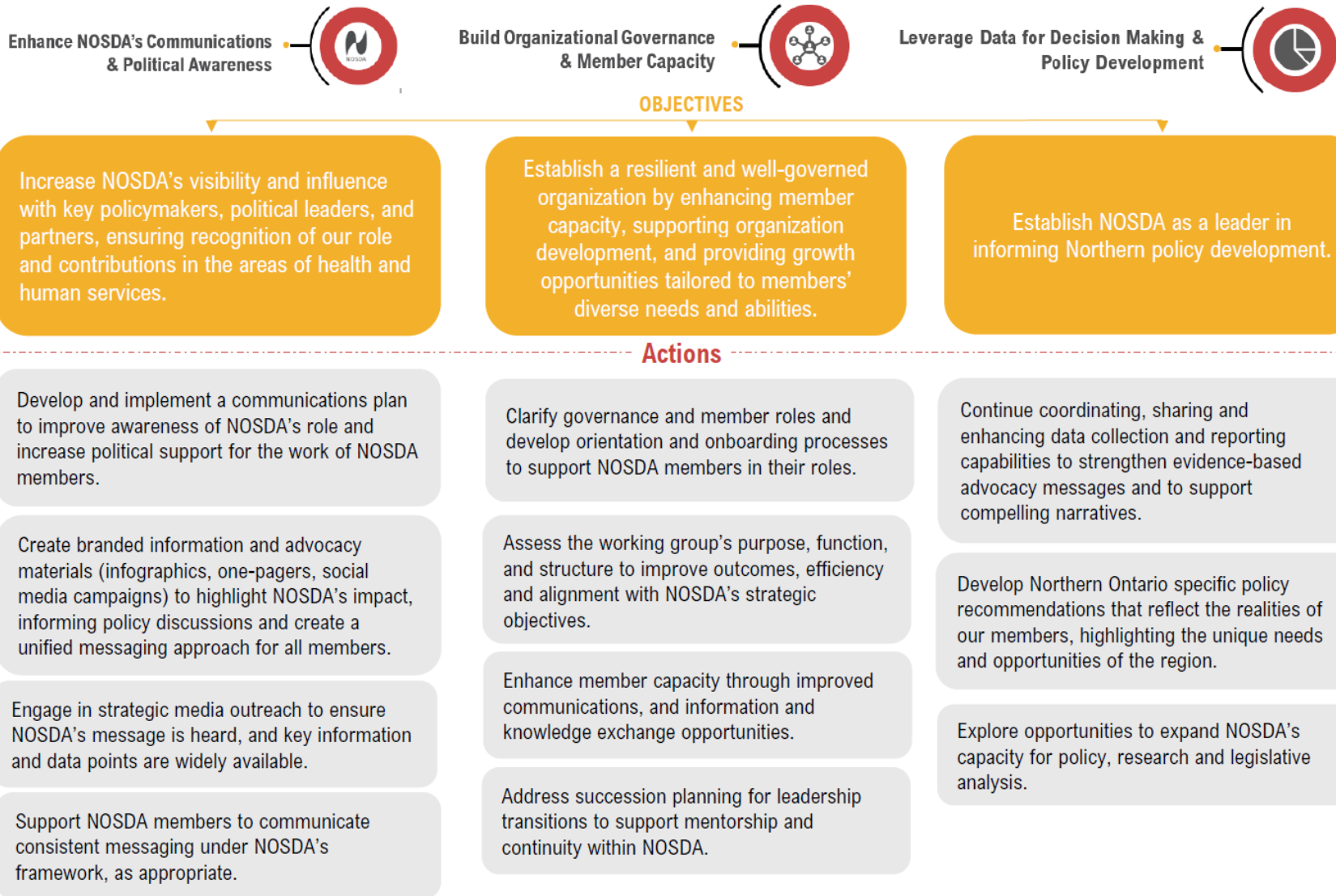
Strengthen political partnerships with elected officials, municipal and regional organizations, and sector organizations to amplify NOSDA's voice and influence.

Enhance relationships with First Nations and Indigenous organizations to inform service coordination and improve our collaboration.

Improve collaboration opportunities with administrative organizations to leverage impact, align policy efforts, and share resources.

Explore partnerships to align social and economic advocacy priorities.

Executing Our Strategy



Working Together

NOSDA is committed to fostering strong partnerships and collaborative efforts to advance the interests of Northern Ontario communities. There are several opportunities to engage with NOSDA, contribute to its advocacy efforts, and support meaningful change in the region.

- **Government and Policy Engagement:** NOSDA actively collaborates with all levels of government to shape policies and strategies that impact social services, housing, child care, employment, and paramedic services in the North. Municipal leaders, policy makers, and ministry representatives are encouraged to engage with NOSDA to learn about us, and to inform and develop practical, regionally responsive solutions.
- **Sector Partnerships:** We welcome collaboration with municipal, provincial and national organizations and associations that share our commitment to improving human and health services. Through joint initiatives, research, and policy advocacy, we can strengthen our collective impact.
- **Research, Policy Development and Innovation:** NOSDA works with academic institutions, think tanks, partner organizations, industry experts, and practitioners to explore innovative approaches to service delivery, funding models, and policy development. Opportunities exist for research partnerships, pilot projects, and data-driven and evidence-based initiatives that support our advocacy efforts and inform policy solutions.
- **Working Groups and Committees:** NOSDA has program staff working groups and committees to focus on policy areas, service and program challenges, and strategic initiatives. We encourage local organizations and partners with expertise or a vested interest in our work to bring their valuable knowledge and experience to the table. By working together, we can identify emerging issues and innovative solutions, amplify local perspectives, and ensure that policies reflect the realities of Northern Ontario's diverse communities.

Our vision underscores NOSDA's commitment to addressing the unique challenges faced by the region and to lead transformative change that supports resilient and thriving communities.

NOSDA Members

CDSB • CSDC

Cochrane District
Services Board

Conseil des services
du district de Cochrane



DISTRICT OF RAINY RIVER
SERVICES BOARD



Conseil des Services du District de
Manitoulin-Sudbury
District Services Board



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD



Social Services | Services Sociaux
Zhawenimi-Anokiitaagewin
Sault Ste. Marie District

District of Nipissing
Social Services
Administration Board



Conseil d'administration
des services sociaux
du district de Nipissing



District of Timiskaming
Social Services Administration Board
Conseil d'administration des services
sociaux du district de Timiskaming



Algoma District Services Administration Board
Conseil d'administration des services du district d'Algoma





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www.nosda.net

2025-2030 Strategic Plan