

Northern Roots. Strengthened Together.

2025-2030 Strategic Plan

CDSB·CSDC 

Cochrane District
Services Board

Conseil des services
du district de Cochrane



Land Acknowledgement

The Cochrane District Services Board (CDSB) acknowledges that our work takes place on Treaty 9 territory, the traditional homelands of the Anishinaabe, the Omushkegowuk Cree, the Algonquin and Métis peoples.

For generations, this land has offered medicine, shelter, teaching and connection. Today, it continues to support the communities we serve. It's the land our paramedics travel on, the ground we build and maintain community housing on and the place where our child care centres, employment and income support programs and offices operate every day.

As the second largest District Social Services Administration Board (DSSAB) in Ontario, the CDSB carries a deep responsibility. A responsibility rooted in stewardship, accountability and respect. More land means greater obligations to understand its histories, to honour its caretakers and to uphold our commitments as Treaty People.

We also acknowledge the realities of housing insecurity, homelessness and poverty and how disproportionately they impact Indigenous peoples. This inequity is not accidental. It is a direct outcome of colonial policies, forced displacement, racism and systemic barriers that continue to shape access to housing, health, child care and financial stability. These historic and ongoing harms show up today and reduce access to vital supports.

Our work must confront these truths. The CDSB is committed to designing programs and services that reduce harm, respect culture, restore dignity and meaningfully advance reconciliation.

This acknowledgement must be more than words. We express our gratitude for the trust placed in us by Indigenous leaders and service providers and we commit to walking this path of learning, unlearning, responsibility and action together. As Treaty People, we share a collective obligation to support the well-being of this land and all who call it home.



Photo credit: CDSB staff

Thank You for Sharing with Us!

We extend our sincere thanks everyone who took the time to share your stories and ideas throughout our strategic planning process. From residents, clients and patients to community partners, Indigenous leaders and service providers, municipalities, Board members and staff, your thoughtful feedback and honest reflections have been invaluable in shaping this plan. Your unique knowledge of the District's needs has helped to create a plan that is responsive, inclusive and forward-looking, and will continue to guide our direction as we work together on shared goals.

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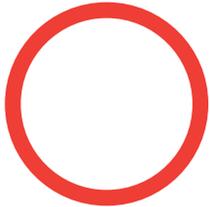
Message from the Board Chair & CAO

On behalf of Cochrane District Service Board (CDSB), we are pleased to introduce our new five-year Strategic Plan, **Northern Roots. Strengthened Together**. This plan reflects our continued commitment to supporting the communities of the Cochrane District. We know that strong communities don't happen by chance—they are built through care, shared accountability, collaboration and clear vision for the future.

Building upon CDSB's Mission and Vision, this Strategic Plan provides a roadmap to guide our organization in decision making and setting out corporate priorities. At the heart of this plan is a deep commitment to the people of the Cochrane District – ensuring our programs and services are compassionate, equitable, responsive and designed to empower the people we serve to achieve stability, well-being and a better quality of life.

The goals and objectives of this plan reflect the feedback, experiences, and stories gathered through engagements over the past few years. Our teams have spent time meeting with and listening to our clients, residents, service providers and Indigenous leaders throughout the District. These conversations created space for people to speak openly about their lived and living experience, their hopes and the unique strengths and challenges in their communities. Together, this collective input has helped shape a plan intentionally designed to respond to the diverse needs of the Cochrane District, informed by local context and community priorities.

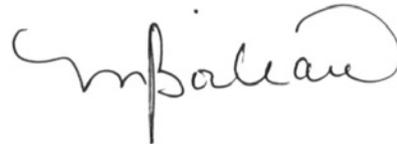
We recognize that change is constant and that the needs of our communities will shift as new challenges and opportunities emerge. As an organization rooted in local realities and deeply committed to Truth and Reconciliation, CDSB continues to prioritize ongoing learning, reflection and adaptation, so that our work remains responsive. For this reason, this Strategic Plan is a living document, reviewed



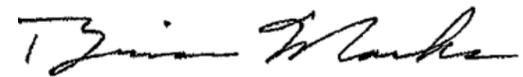
annually to ensure we remain accountable to the goals we've set and the people it was created to serve.

Equity is foundational to this commitment. For CDSB, equity is not defined by our intentions or our efforts, but by the results we create. Results that are measurable, meaningful and that tangibly remove barriers so every person in the Cochrane District has the opportunity to thrive. We also recognize that our impact cannot be measured by the size or reach of our organization, but by the strength and resilience of the communities we serve. Over time, our goal is to become less necessary, not because the need is ignored, but because local solutions have flourished, barriers have been reduced and people are better supported to achieve stability and well-being on their own terms.

On behalf of the Board and CDSB leadership, we extend our sincere thanks to everyone who was a part of the development of this plan. We look forward to working together, through shared values and a collective vision for a stronger, more resilient future for the Cochrane District.



Michelle Boileau, Timmins (Board Chair)



Brian Marks, Chief Administrative Officer

Our Board

David Plourde (Vice Chair)

Patrick Roberts

Peter Politis

Tory Delaurier

Dave Dymont

Kristin Murray

Andrew Marks

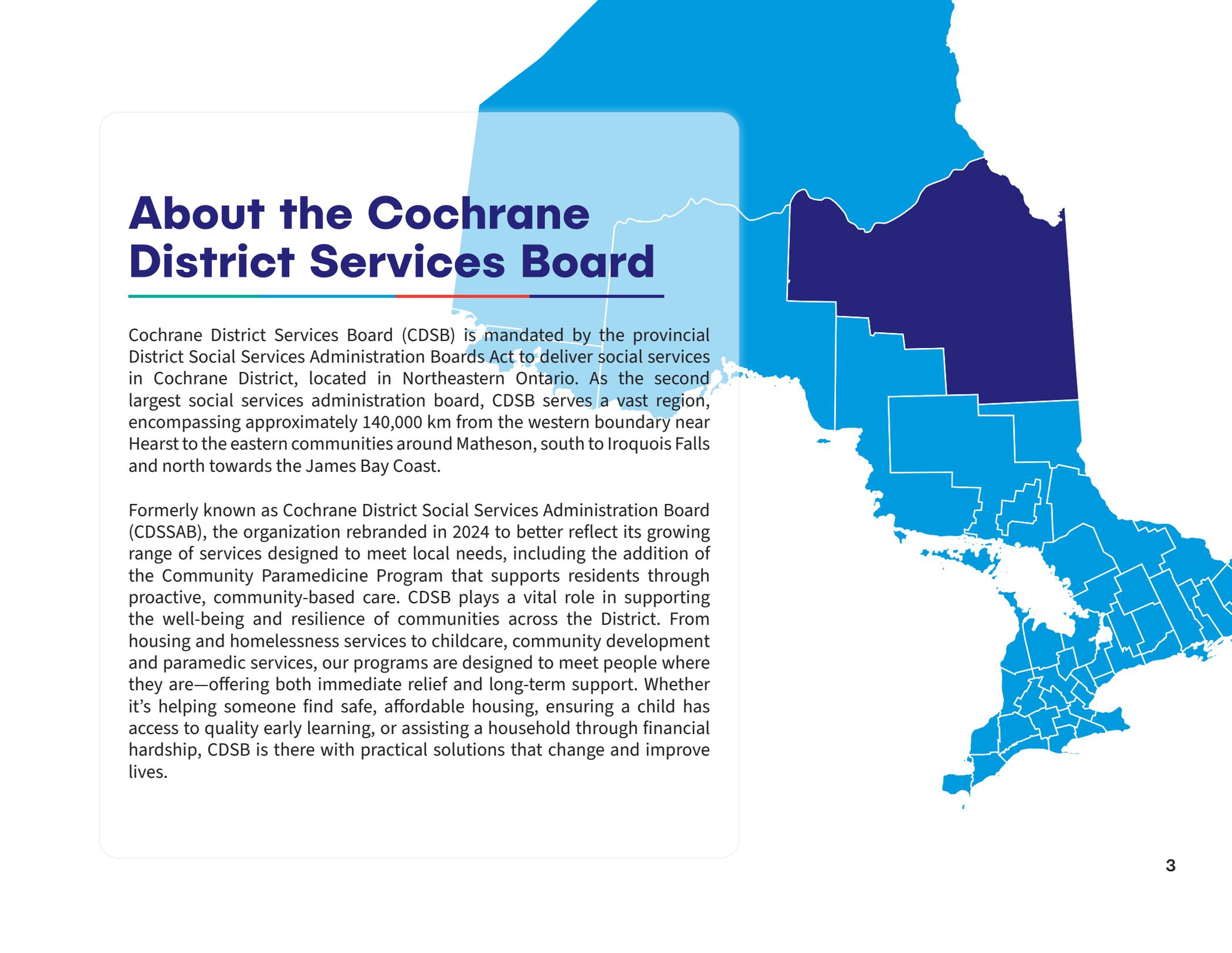
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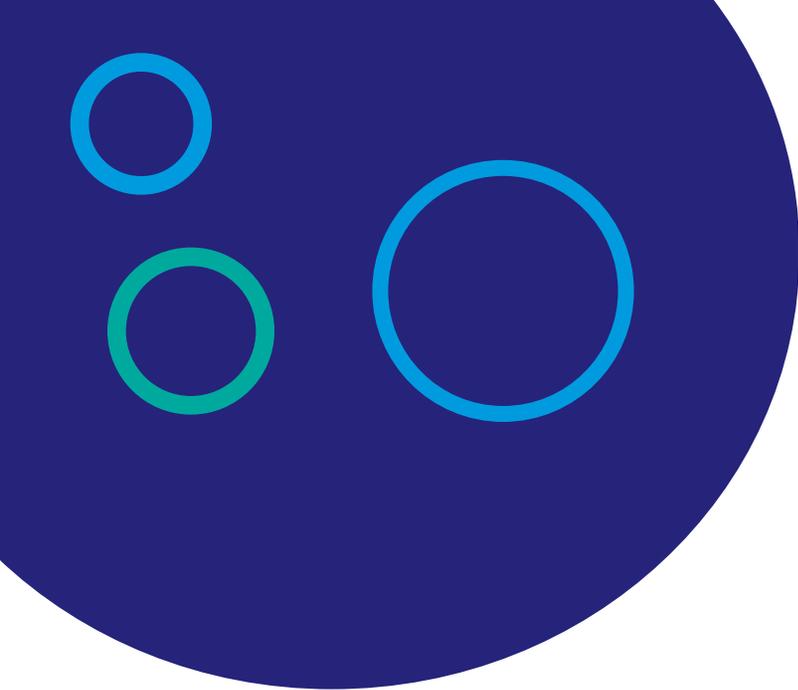
Steve Black

A map of Ontario, Canada, with the Cochrane District highlighted in a dark blue color. The rest of the province is shown in a lighter blue. The map is positioned on the right side of the page, partially overlapping the text area.

About the Cochrane District Services Board

Cochrane District Services Board (CDSB) is mandated by the provincial District Social Services Administration Boards Act to deliver social services in Cochrane District, located in Northeastern Ontario. As the second largest social services administration board, CDSB serves a vast region, encompassing approximately 140,000 km from the western boundary near Hearst to the eastern communities around Matheson, south to Iroquois Falls and north towards the James Bay Coast.

Formerly known as Cochrane District Social Services Administration Board (CDSSAB), the organization rebranded in 2024 to better reflect its growing range of services designed to meet local needs, including the addition of the Community Paramedicine Program that supports residents through proactive, community-based care. CDSB plays a vital role in supporting the well-being and resilience of communities across the District. From housing and homelessness services to childcare, community development and paramedic services, our programs are designed to meet people where they are—offering both immediate relief and long-term support. Whether it's helping someone find safe, affordable housing, ensuring a child has access to quality early learning, or assisting a household through financial hardship, CDSB is there with practical solutions that change and improve lives.



Our Vision & Mission

To further develop a District service environment that is responsive to community needs and which values the individuality of its residents.

Our Values



Respect

We will treat each person, as we would like to be treated and demonstrate respect for clients, staff and community partners.



Communication

Communicating effectively with clients, staff and community partners.



Collaboration

Bringing together the interests of all to achieve our common purpose.



Growth

Encouraging professional development and individual advancement.

Engaging the Public, Community Partners & our Staff

To inform the development of a new Strategic Plan, feedback was gathered via surveys and in-person and virtual engagements with clients, patients, residents and the community at large, as well as CDSB staff and the Board, to ensure that a broad range of voices were heard, with the goals of:

- ✓ Getting public and staff input on priorities for CDSB over the next five years.
- ✓ Seeking feedback about the role that CDSB plays across the District.
- ✓ Gathering perspectives on emerging issues and community needs.
- ✓ Identifying opportunities to work in partnership and to maximize program delivery.

CDSB Staff Engagement

Engaging CDSB staff was a critical part of the Strategic Planning process. This was done through interviews, a facilitated engagement session, and a staff survey that had over 110 responses. The survey provided an accessible way for staff to share perspectives from across departments and roles. The input received from staff played an important role in shaping our strategic goals and objectives, ensuring they are informed by leadership insight and frontline experience.

Public Consultations

Comprehensive public engagement sessions and surveys were held throughout the Fall of 2025. CDSB staff traveled across the District to hear about what residents feel are the most pressing issues in their local communities. Targeting sessions and conversations focused on housing, affordability, access to childrens' services support and the importance of the community paramedic and the paramedicine program.

While each community has unique needs and local circumstances, participants consistently identified the lack of affordable housing as a pressing concern, closely linked to the increasing rise in homelessness. Communities emphasized that addressing challenges requires not only responsive services, but sustained investment in housing solutions and economic development that reflects local needs and realities.

In addition, conversations were initiated with First Nations and Indigenous communities and leaders, providing an opportunity to listen to perspectives and stories, gathering input that is vital to the well-being of communities throughout the District. This was only the beginning of the engagement that CDSB will be continuing. CDSB is grateful for the time and insights that the diverse communities of the District have offered, they were invaluable in shaping the organization's goals and direction over the next five years.

What We Heard

"CDSB excels at building meaningful relationships with municipal partners, local agencies, and community organizations, ensuring that programs and housing initiatives are well-integrated and responsive to community needs."

"Services are community driven and transformative, creating meaningful change in people's lives."

"The organization continues to strengthen its long-term sustainability and look for opportunities for improvement."

"Even across remote distances, we're harnessing advanced technology to bring high-quality care to our patients sooner and more intelligently — because geography should not delay life-saving care."

"This organization values strong partnerships. They are flexible, reliable and deliver culturally sensitive services."

"Staff listen and are responsive, they genuinely care about the people they serve."

"Community paramedicine brings compassion and human connection to people. CDSB staff are a link to human connection for people. No one is just a number in the system."

Strategic Goals

Over the next five years, CDSB will be focusing on three strategic goals. Informed by our engagement work, these goals reflect both the urgent challenges we face today and the long-term outcomes we are working toward.



**Community Stability and Growth
Across the District**



**People-Centred Services that
Support Well-Being**



**A Strong, Collaborative, and
Resilient Organization**



Strategic Goal #1

Community Stability and Growth Across the District

Expanding and aligning CDSB services and capacity to support growing and changing community needs across the District.

Photo credit: Kaileigh Russell

What We Will Do

- 1.1. Enhance and maintain services that support community stability across the District.
- 1.2. Advance innovative locally appropriate service models.
- 1.3. Participate in advocacy efforts, partnerships, and collaboration opportunities to align planning, data-sharing and service delivery around shared client and patient outcomes.



Strategic Goal #2

People-Centred Services that Support Well-Being

Delivering integrated, accessible, and equitable services that improve navigation, enable participation, and support positive outcomes.

Photo credit: CDSB staff

What We Will Do

- 2.1. Make it easier for clients and patients to access and move between services by improving service integration.
- 2.2. Support families, workforce participation, and community health through socio-economic changes.
- 2.3. Service delivery is equitable, accessible, and culturally responsive to the needs of diverse communities.



Strategic Goal #3

A Strong, Collaborative, and Resilient Organization

Strengthening governance, organizational culture, systems, and communications to support accountability, workforce sustainability, and public trust.

Photo credit: CDSB staff

What We Will Do

- 3.1. Enhance governance cohesion and accountable decision-making.
- 3.2. Foster a healthy, inclusive organizational culture that supports learning, engagement, staff well-being, and workforce stability.
- 3.3. Strengthen communications, systems and organizational planning.



Photo credit: Kaileigh Russell

Actioning Our Plan: The Work Ahead

This Strategic Plan charts a shared path forward for CDSB, shaping a stronger, more responsive organization for the future. It reflects our commitment to delivering caring, people-centred services that strengthen the health and vibrancy of the communities across the District.

Along with our Strategic Plan is a comprehensive Implementation Plan that identifies program-specific activities to achieve the goals set over the next five years. Both plans will be living documents, regularly revisited to assess progress and implement required adjustments. This process will keep our work focused while also allowing for innovation and flexibility.

Key to the success of this plan is communication – both internally with staff and externally with communities, and member municipalities across the District. These communication channels will be used to continue engaging and gathering feedback on our activities and priorities, and convey how we are progressing toward our goals.

CDSB is committed to continuing to work together to listen, learn, and deliver meaningful outcomes that are guided by our values and informed by the needs of those we serve.

CDSB·CSDC 

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