

2017 Annual Report



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Message from the Chair



On behalf of The District of Thunder Bay Social Services Administration Board (TBDSSAB), it is my pleasure to present the 2017 Annual Report.

In March 2017, TBDSSAB launched its new Strategic Plan 2020. I am excited with the progress already made toward our strategic priorities in year one. These strategies will help remove or shift systemic barriers and move us toward improved services, success of the people we serve and a healthy organization. On behalf of TBDSSAB, I participated in several important funding announcements throughout 2017:

- The Investment in Affordable Housing (IAH) announcement and celebration of the official opening of our two 8 plex buildings (Donald Street and Pearl Street)
- Our partnership with Union Gas, celebrating \$1.8 million in future energy cost avoidance from affordable housing efficiency upgrades
- The Provincial announcement for \$12.35 million to improve energy efficiency within TBDSSAB social housing
- The Home for Good celebration with our partners Dilico and St. Joseph's Care Group (SJCG) to provide support for successful tenancy

Other highlights in 2017 include the submission of our comprehensive Ontario Early Years Child and Family Centers Service System plan to the Ministry of Education. TBDSSAB is becoming the service system manager for all Early Years programs currently known as Best Start programs, starting in January 2018.

Work began in 2017 on 11 recommendations endorsed by the Board for the transformation of the Employment Programs. With the implementation of the Employment Readiness Scale and intensive casework from caseworkers and the employment team, we now have a better idea of the life skills and employment needs of our clients to assist them in achieving their goals.


I would like to thank my fellow Board members, community agencies, member municipalities, Provincial and Federal partners and the hard-working TBDSSAB staff for their ongoing dedication and support.

Robert (Bob) Katajamaki

A handwritten signature in black ink, appearing to read "Robert (Bob) Katajamaki", written over a horizontal line.

Chair (2017)





2017 was the first year of our Strategic Plan 2017-2020. We have taken great strides towards meeting many of our strategic priorities.

We established a Community Homelessness Prevention Initiative Advisory Table (CHPI) to review current CHPI programs and funding agreements and to identify new opportunities for consideration to broaden engagement and participation of our rural and urban stakeholders. The Housing Services Division has also gone on the road to various communities in our District to present information on our programs.

Planning is now underway in Child Care and Early Years to engage with parents and stakeholders throughout the District of Thunder Bay to help determine where services need to be. I am also very encouraged to see the improvements in processing times in the Social Assistance Management System where application completion time is now on par with the system that it replaced. In the spring, we also started a newsletter for member municipalities to provide updates on our monthly Board of Directors meetings. Feedback has been very positive.

We have also worked to increase staff engagement through a monthly newsletter and have ensured front line staff have been represented on internal working groups.

I am extremely proud of our staff's significant efforts over the past year towards improving the lives of the people we serve.

William (Bill) Bradica



Chief Administrative Officer



Message from the CAO



Mission

The District of Thunder Bay Social Services Administration Board delivers provincially mandated services on behalf of the citizens of the District of Thunder Bay in an equitable and cost-effective manner.

Vision

The District of Thunder Bay Social Services Administration Board provides quality services within the context of a commitment to social justice and recognition of people's potential to achieve self-sufficiency and to break the cycle of social assistance.



Our Programs and Services

Child Care and Early Years Services

- Child Care Fee Subsidy
- Online Child Care Applications
- Special Needs Resources
- Family Resource Programs
- Ontario Works Informal Child Care
- Child Care System Supports

Housing Programs and Homelessness Prevention

- Affordable Housing Programs
- Social Housing Programs
- Rent Supplement Programs
- Emergency Shelter Assistance
- Private Market Rental Housing Fund
- Homelessness Prevention Programs

Ontario Works

- Financial Assistance
- Employment Assistance
- Community Placement Program
- Enhanced Employment Placement
- Addiction Services Initiative (ASI)
- Housing Security Fund

Social Assistance Modernization

Clients expect modern, client-focused services that meet their needs. Working with delivery partners, and listening to clients, the Ministry of Community and Social Services is developing a strategy for service modernization that will be introduced over a 5 year period. It will focus on policy, process, and technology changes to ensure ease of service for social assistance recipients.

Changes that occurred in 2017 due to Social Assistance Modernization in Ontario Works include:

- Merging the Ontario Drug Benefit card with the Health Insurance Number card
- Increasing the reapplication time from a 60 day limit to a 6 month limit.

The TBDSSAB has undertaken a review of its local policies, procedures, and resources to ensure they are in alignment with changes that have and will occur in the 5 year strategy.



Did you know?

57 social assistance students graduated with their Ontario Secondary School Diploma as a result of the partnership with Lakehead Adult Education Centre (LAEC), Superior Greenstone and Kiikenomaga Kikenjigewen Employment & Training Services (K-KETS).



Child Care and Early Years Services

2017 was a year of engagement, planning and preparation for the transition of Early Years Programs. The Ministry of Education (MEDU) announced all Ontario Early Years Centres, Parenting and Family Literacy Centres, Child Care Resource Centres, and Better Beginnings Better Futures would become EarlyON Child and Family Centres beginning in January 2018. TBDSSAB will be the local service system manager for these programs in the District of Thunder Bay.

As a part of the initial plans to be submitted to MEDU, a local needs assessment was developed to inform an in-depth understanding of community needs as they relate to early years child and family programs. As part of the needs assessment, a parent survey was created to engage parents and caregivers while giving them the opportunity to provide feedback on current early years programs, services, operating hours, information and referral, and other important factors.

Over 500 participants helped inform our Initial Early Years Service Plan.



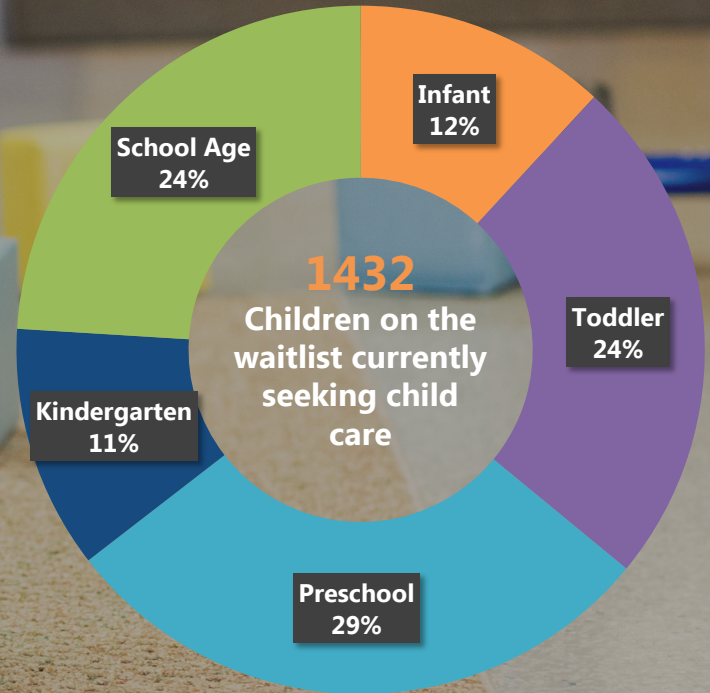
10,390

Total visits to Best Start
Family Resource Centres in 2017

1,230

Individual children served

Children Currently Seeking Child Care



842

Average number of children receiving fee
subsidy assistance in 2017

108

Average number of children receiving
special needs resource assistance



Home for Good

TBDSSAB, St. Joseph's Care Group (SJCG) and Dilico Anishinabek Family Care have partnered to provide Home for Good (HFG), a unique initiative aimed at significantly reducing chronic homelessness and expanding homelessness prevention measures.

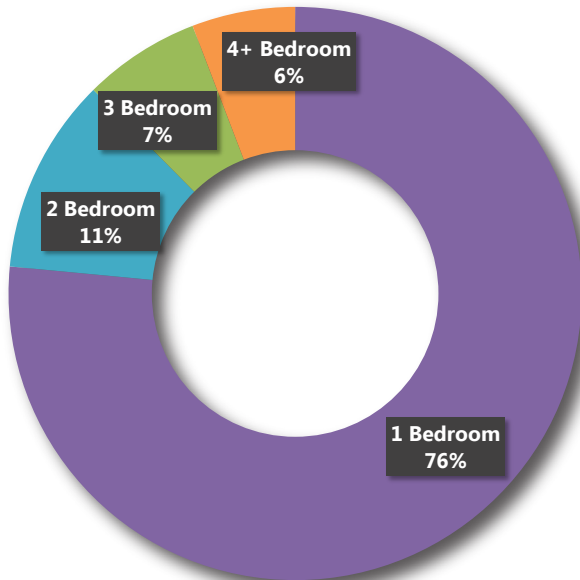
Our goal is to provide enhanced supports to at-risk individuals in the District of Thunder Bay through a collaborative, multi-faceted approach addressing four priority target populations: chronic homelessness, youth homelessness, Indigenous homelessness, and homelessness following transition from provincially-funded institutions and service systems.

It is anticipated that HFG funding will result in housing and support for 80 individuals by March 2019 and maintaining successful housing for 40 existing tenants at risk of homelessness.

Housing Fact Sheet

- 337** Number of social housing applicants assigned a unit in 2017
- 27** People housed from the High Needs Homeless Waitlist
- 19** People housed with assistance from the Transitional Outreach and Support Team
- 81** People served by our homeless shelters on an average night in 2017; approximately 5 people per night are chronically homeless.
- 137%** Average shelter occupancy in 2017*

Housing Waitlist by Unit Size



9.6

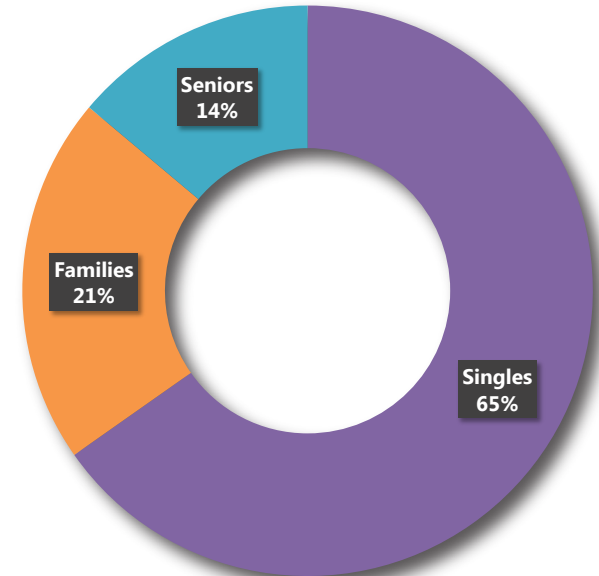
Average number of months wait to be housed



1,030

Number of people on the housing waitlist

Housing Waitlist by Household Type



*Shelters are given an overflow capacity by the Thunder Bay Fire Marshal. Both shelters were using their overflow capacity for the entirety of 2017. Rates are calculated based on regular capacity.



Improving Buildings to Improve Lives and Fight Climate Change

In 2017, TBDSSAB received \$12.35 million from the Provincial government for repairs and retrofits to social housing in the District of Thunder Bay, in order to improve living conditions and fight climate change. This investment is part of Ontario's Climate Change Action Plan and is funded by proceeds from the province's carbon market.

Over the next five years, this investment will help improve the lives of low-income and vulnerable tenants in the District of Thunder Bay with upgrades to social housing buildings such as new energy efficient heating, improved insulation, and window replacements.

Working Towards Income Security Reform

The Ontario government tasked three working groups to examine the income security system and make recommendations on improvements. The working groups, comprised of Indigenous representatives, people with lived experiences, advocates, the private sector, legal and medical experts, municipal partners, thought leaders and academics, have provided a 10-year roadmap. It provides specific advice to help guide decisions for reforming social assistance, and more broadly, the income security system.

On November 2, 2017 the working groups' report, *Income Security: A Roadmap for Change* was posted for public feedback. The Roadmap and public feedback will guide the Ministry of Community and Social Services (MCSS) in developing a practical implementation plan for government approval in 2018.

TBDSSAB established an internal working group comprised of management and frontline staff to review the report and draft a position which was submitted to MCSS. It is important for staff who are directly involved in the delivery of service to TBDSSAB clients to be involved in reviewing the proposed changes to a social assistance system they know so well and have the real experience to review.



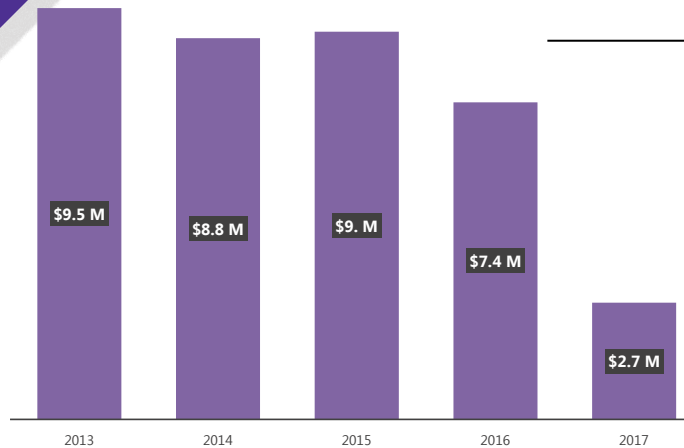
"I have accessed employment programs through TBDSSAB such as Job Club, Stretch Your OW Dollars, RFDA Community Kitchen and WHMIS. I completed my Confederation College Essential Skills & Social Finance program and am now employed full time. We all go through different stages in our lives, and I am thankful that TBDSSAB was there to help me change my life around when I was at the bottom."

- **Clayton Skead, OW Client**



Financial Position

Net Debt by Year

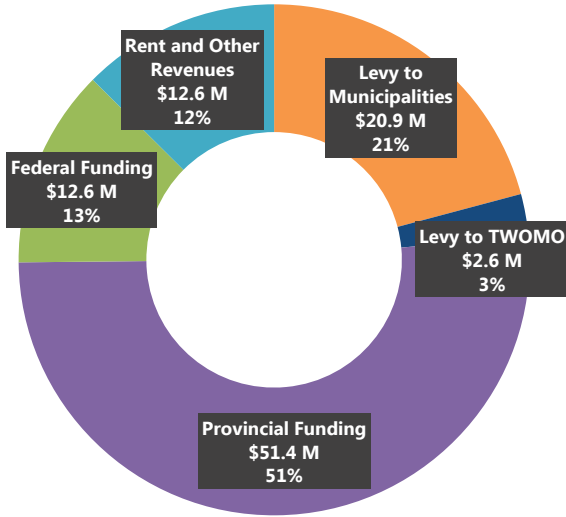


Balance Sheet	2017	2016
Cash and cash equivalents	\$12.9 M	\$14.2 M
Marketable securities	\$20.6 M	\$17.8 M
Client benefit advances	\$1.7 M	\$1.8 M
Accounts receivable	\$2.0 M	\$1.6 M
Total Financial Assets	\$37.2 M	\$35.4 M
Accounts payable	\$5.9 M	\$5.2 M
Deferred revenue	\$7.5 M	\$7.8 M
Long-term debt	\$23.9 M	\$27.1 M
Employee benefits obligations	\$2.6 M	\$2.6 M
Total Liabilities	\$39.9 M	\$42.7 M
Net Debt	(\$2.7 M)	(\$7.4 M)
Non-Financial Assets	\$48.5 M	\$50.7 M
Accumulated Surplus	\$45.8 M	\$43.4 M

TBDSSAB ended the year in a solid financial position, with financial assets totalling \$37.2 million and non-financial assets totalling \$48.5 million.

TBDSSAB's overall net debt position continued to decrease in 2017.

2017 Revenues

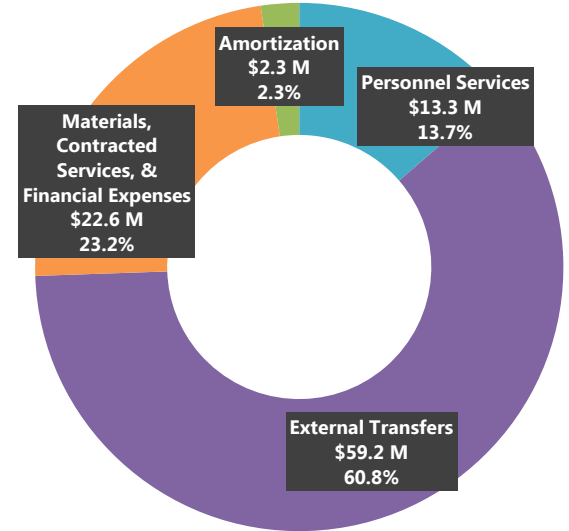


Total Revenues
\$100.1 million

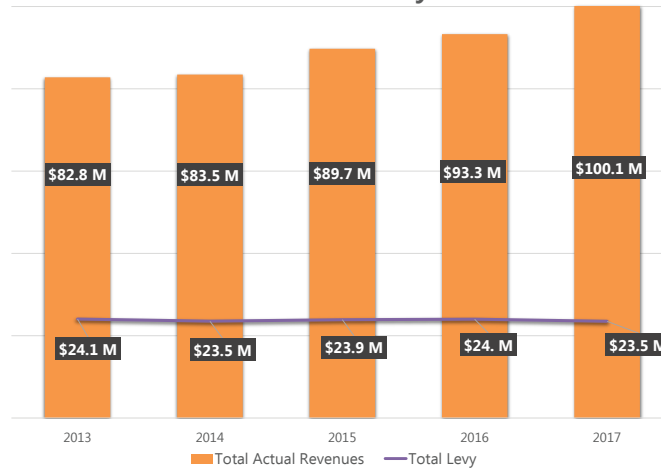


Total Expenses
\$97.4 million

2017 Expenses

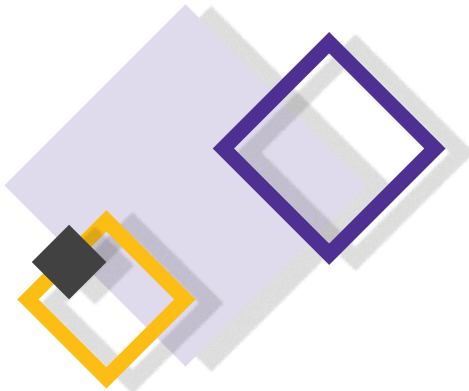


Municipal and TWOMO* Levy vs Total Revenues by Year



For the past 5 years, although the total TBDSSAB program funding has increased 21%, the local government portion of those costs has **decreased by 2%** as the province has continued to increase its share of certain social services costs.

*Note - TWOMO is Territories Without Municipal Organization



Our People

TBDSSAB employs over 180 staff in a variety of roles; many are front line support staff and technical services staff providing services directly to clients and tenants. Many of our employees work with community partners as part of their role at TBDSSAB.

In 2017, staff took part in a number of initiatives to promote a healthy workplace and work-life balance. Highlights include the 'greening' of office spaces with new plants, enhancements to the on-site fitness area, staff BBQ, breakfasts and family skate events.

TBDSSAB staff support the community through volunteer service and fundraising for agencies such as the United Way, Christmas Cheer, Dew Drop Inn and P.R.O. Kids. The generosity of staff has been recognized with a Gold Medal from the United Way in 2017.

A total of \$28,306 was raised for United Way in 2017.





TBDSSAB Board of Directors 2017

Front Row L-R

Mark Figliomeni - Vice-Chair
Township of Schreiber
Lucy Kloosterhuis - Municipality of Oliver Paipoonge
William (Bill) Bradica - Chief Administrative Officer
Robert (Bob) Katajamaki - Chair
Territory Without Municipal Organization
Iain Angus – City of Thunder Bay
Paul Pugh – City of Thunder Bay

Back Row L-R

Joe Virdiramo – City of Thunder Bay
Peter Ruel – Township of Manitouwadge
Wendy Landry – Municipality of Shuniah
Shelby Ch'ng – City of Thunder Bay
Kim Brown – Township of Dorion
Kevin Holland – Township of Conmee
Eric Pietsch – Municipality of Greenstone
Aldo Ruberto – City of Thunder Bay
Andrew Foulds – City of Thunder Bay

In 2017, amendments were made to the District Social Services Administration Board Act. These amendments changed the composition of TBDSSAB, increasing the representation for Area One by two members. TBDSSAB's full complement increased from 12 to 14 members effective April 18, 2017.

The District of Thunder Bay Social Services Administration Board
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