



	<b>REPORT No.: 2019-07</b>
<b>MEETING DATE: FEBRUARY 21, 2019</b>	<b>DATE PREPARED: JANUARY 26, 2019</b>
<b>SUBJECT: STRATEGIC PLAN 2020 ANNUAL UPDATE</b>	

**RECOMMENDATION**

THAT with respect to Report No. 2019-07 (CAO's Office), we, The District of Thunder Bay Social Services Administration Board receive the Strategic Plan 2020 Annual Update, for information only.

**REPORT SUMMARY**

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the annual update on the Strategic Plan 2020 progress.

**BACKGROUND**

The Board approved Strategic Plan 2020 (the Plan) on December 15, 2016 by Resolution 16/115. As per that Resolution, a Report is to be presented by the Chief Administrative Officer within 60 days of each year-end, during the term of the Plan, to identify the progress made in the previous year.

**COMMENTS**

The attached table outlines the progress on the 20 Objectives for the 2017 and 2018 years, 9 of which were for 2018, identified under the 7 Strategic Directions.

Some highlights include:

- Terms of Reference and call for expressions of interest for members for a new Child Care & Early Years Advisory Table
- Partnerships developed with health sector organizations including Dilico Anishinabek Family Services and St. Joseph's Care Group
- TBDSSAB presence at numerous job fairs and development of a staff self-identification survey to track and promote workforce diversity
- Development of relationships with stakeholder groups
- Presentations have been made in 7 communities on Housing and Homelessness Prevention programs

**FINANCIAL IMPLICATIONS**



There are no financial implications resulting from this Report.

**CONCLUSION**

It is concluded that there has been significant progress made on the 2020 Plan Objectives in the second year of that Plan.

**REFERENCE MATERIALS ATTACHED**

Attachment #1: [TBDSSAB Strategic Plan 2020 – Progress Report as at December 31, 2018](#)

<b>PREPARED BY:</b>	William (Bill) Bradica, Chief Administrative Officer The District of Thunder Bay Social Services Administration Board
<b>APPROVED / SIGNATURE:</b>	
	William (Bill) Bradica, Chief Administrative Officer The District of Thunder Bay Social Services Administration Board
<b>SUBMITTED / SIGNATURE:</b>	
	William (Bill) Bradica, Chief Administrative Officer The District of Thunder Bay Social Services Administration Board

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

#### Strategic Direction 1: Enhance Communication with Clients and Partner Organizations

Objective	Status	
1. Communication Liaison Position (2017)	Completed 2017	<ul style="list-style-type: none"><li>• Communications and Engagement Officer was hired in 2017</li><li>• Municipal newsletter has been developed to report on Board meetings and initiatives undertaken</li><li>• Monthly staff newsletter has been developed and provides all staff with information about new initiatives, important HR updates, news about co-workers and important Board decisions</li><li>• Increased positive media coverage beginning in 2017</li><li>• Increased social media presence in 2018 with the addition of Twitter and Instagram accounts. The number of Facebook followers increased by more than 600 during 2018</li></ul>

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

Objective	Status	
<p>2. Front Line Staff representative on interdepartmental task force (2017)</p>	<p>Completed 2017 &amp; Ongoing</p>	<ul style="list-style-type: none"> <li>• Front line staff participated in a number of interdepartmental tables during 2017 including the Income Security Reform Working Group, the Office Greening Working group, the Wellness and Recognition Committee and the Accessibility Committee and the Community Homelessness Prevention Initiative Advisory Table.</li> <li>• Staff participation determined in 2018 for the Child Care &amp; Early Years Advisory Table that will begin its work in the 1<sup>st</sup> quarter of 2019.</li> <li>• Staff from Client Services and staff from Housing Services that are involved in the High Needs Homeless program meet regularly regarding placement of participants in direct-owned housing.</li> <li>• Staff representatives from each Division participated in a working group on the transition to the new phone system.</li> </ul>
<p>12. Communication plan in place for communicating out survey results (2018)</p>	<p>Done</p>	<ul style="list-style-type: none"> <li>• In 2018, TBDSSAB communicated survey highlights and results through various methods. The Point in Time Homelessness Count results were reported through a media event, media releases and through a public report. TBDSSAB has included results for parent engagement surveys in its Annual Report and in Reports to the Board. In addition, TBDSSAB has highlighted tenant survey results in its municipal newsletter, <i>Update from the Board</i>.</li> </ul>

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

#### Strategic Direction 2: Partner with Health Organizations

Objective	Status	
<p>3. Fifty front line staff trained in mental health and addiction awareness and community resources. (2017)</p>	<p>Completed 2017</p>	<ul style="list-style-type: none"> <li>• All staff attended <i>Mental Health Awareness Training</i> in December 2017. All members of the leadership team attended <i>How Managers Should Respond to Mental Health</i>.</li> </ul>
<p>4. Five service provider presentations to all staff. (2017)</p>	<p>In progress</p>	<ul style="list-style-type: none"> <li>• Presentations made in 2017 to staff by the Northwest Community Care Access Centre on services offered</li> <li>• Presentation from St. Joseph’s Care Group (SJCG) regarding Personal Support Worker accelerated program</li> <li>• Presentation from the United Way on the organizations that it funds</li> <li>• Presentation from the Canadian Mental Health Association (CMHA) regarding the Situation Table model</li> <li>• Presentation from Pest Control provider to Housing staff regarding the process for eradicating pests</li> </ul>

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

Objective	Status	
13. A more private physical environment at intake reception (2018)	Done & Ongoing	<ul style="list-style-type: none"><li>• Process improvement with Verification Interviews has reduced the amount of private information given over the telephone at the Intake screening station, reduces the applicant's need to repeat the same information twice and allows the client to share confidential information in the private setting of an interview room with a Caseworker.</li><li>• Process improvement in the Intake housing station. Applicants speak privately at a wicket or in a private interview room with an Intake worker who reviews housing applications for completeness, increasing privacy for applicants.</li><li>• Process improvements for all Intake stations will continue into 2019 and 2020 with the lens of enhancing private physical environments. Depending on the outcome of process reviews, these changes could require process improvements and, or facility adjustments.</li></ul>

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

Objective	Status	
14. Partnership with health care providers for the people we serve (2018)	Done & Ongoing	<ul style="list-style-type: none"> <li>• Home for Good partnership with SJCG and Dilico Anishinabek Family Care</li> <li>• Additional health services offered in Resource Centre units of family housing complexes</li> <li>• Participation on Situation Tables that are coordinated by the CMHA</li> <li>• Continued participation on the NWLHIN/DSSAB/OAHS Healthy Housing Discussion table</li> <li>• Participation in the development of the Coordinated Access Table (support services for chronic homelessness)</li> </ul>

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

#### Strategic Direction 3: Explore Creative Service Solutions

Objective	Status	
<p>5. Mixed interdepartmental work groups with front line workers informing each other of services available. (2017)</p>	<p>Completed 2017</p>	<ul style="list-style-type: none"> <li>• Working group for Rent Café upgrade includes Client Services and Housing Services staff</li> <li>• The Housing Application working group with Client Services and Housing to merge Social Housing applications into one form, completed its work in 2018</li> <li>• Integrate Housing and Client Services in Homelessness approach (High Needs Homeless)</li> <li>• Bi-monthly Housing Services/Client Services Leadership meetings to discuss opportunities and cross Divisional issues</li> <li>• Home For Good case worker meetings held bi-weekly (representatives from Client Services, Housing Services, SJCG, and Dilico Anishinabek Family Care)</li> </ul>



# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

Objective	Status	
<p>15. Six initiatives through cross departmental exchange groups that coordinate service referrals for housing, Ontario Works and child care (2018)</p>	<p>In Progress</p>	<ul style="list-style-type: none"> <li>• High Needs Homeless program cross divisional team</li> <li>• Presentation from Child Care staff to OW program staff on child care and early years programs and services</li> <li>• Presentation from Housing Services staff to OW program staff on housing programs and services</li> <li>• Coordination of applicants to Housing Security Fund from outside of the City of Thunder Bay to assess eligibility for the Homelessness Partnering Strategy (HPS) Rural and Remote Homelessness Prevention Initiative</li> <li>• Manager, Client Services and Coordinator North West Community Mobilization Network, provided an educational and referral process session along with a procedure on the Thunder Bay Situation Table and Satellite Situation Tables for all staff in Client Services and Housing Divisions.</li> </ul>

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

#### Strategic Direction 4: Broaden Participation on Advisory Task Forces

Objectives	Status	
6. Criteria and guidelines published for Advisory Task Forces. (2017)	Completed 2017	<ul style="list-style-type: none"><li>• CHPI Advisory Table Terms of Reference approved in 2017.</li><li>• Terms of Reference for Child Care &amp; Early Years Table presented to Board and approved by Resolution in 2018.</li></ul>
7. One Advisory Task Force with municipal, agency and service users sharing communication with many agencies. (2017)	Completed 2017 & Ongoing	<ul style="list-style-type: none"><li>• CHPI Advisory Table established in 2017 and continued in 2018 with members from general public, stakeholder organizations, municipality, TBDSSAB Board, TBDSSAB Administration and front line staff.</li></ul>

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

#### Strategic Direction 5: Strengthen and Deepen our Institutional Relationships

Objective	Status	
<p>8. Joint Funding Advisory Task Force with representation from municipalities and LHIN/CCAC with terms of reference and quarterly meetings. (2017)</p>	<p>Done &amp; Ongoing</p>	<ul style="list-style-type: none"> <li>• TBDSSAB continued in 2018 to be a member of the joint NWLHIN, Northwest DSSABs and Ontario Aboriginal Housing Services Healthy Housing working table</li> <li>• Director Client Services and Director Housing Services attend the Northwest Health Links table facilitated by CCAC/NWLHIN</li> <li>• CAO is a member of the two NWLHIN Sub-region Planning Tables that cover the TBDSSAB service area</li> <li>• Arising from the Board's endorsement of the Housing, Mental Health and Addictions position paper the NWLHIN has met with senior TBDSSAB staff to start planning for a table of LHIN-funded mental health and addictions providers</li> </ul>

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

Objective	Status	
<p>16. Education Initiative by program and service subject matter experts for municipal staff and councils. (2018)</p>	<p>Done and ongoing</p>	<ul style="list-style-type: none"> <li>• Presentations made in 3 Rural communities (Marathon, Schreiber and Greenstone) regarding housing and homelessness prevention services in 2018. Presentations were made in Oliver-Paipoung, Terrace Bay, Nipigon and Manitouwadge in 2017.</li> <li>• Presentation by the CAO to municipal council members and senior municipal administrators at the 2018 Thunder Bay District Municipal League conference</li> <li>• TBDSSAB organized and co-hosted Housing Services Corporation SHARE Event in October 2018. Representatives from municipalities, stakeholder groups and funded non-profit organizations attended.</li> <li>• Continued providing the <i>Update from the Board</i> newsletter throughout 2018 to help inform municipalities on Board decisions and programs</li> </ul>

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

#### Strategic Direction 6: Reflect the Community in our Staffing

Objective	Status	
<p>9. An orientation program on cultural safety, client diversity and organizational values taken by 1/3 of staff. (2017)</p>	<p>Completed 2017 &amp; continued 2018</p>	<ul style="list-style-type: none"> <li>• Launched staff orientation program (CAO &amp; HR) on November 28, 2017 for new staff. The HR presentation included information on cultural safety, client diversity and organizational values. This orientation is now part of the onboarding process.</li> <li>• Additional cultural safety orientation was provided in 2018 to all staff as a complement to/expansion on the cultural safety orientation that was provided to all staff in 2016.</li> <li>• HR attended the Indigenous Workplace Inclusion: Tools for Moving Forward Conference hosted by the Local Employment Planning Council in preparation for the development of TBDSSAB’s Workplace Inclusion Strategy.</li> <li>• Celebrated <i>National Indigenous Peoples Day</i> and built cultural awareness and safety into Wellness and Recognition initiatives</li> </ul>

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

Objective	Status	
17. New applicants invited during recruitment process at career fairs, community events and from internships. (2018)	Done and ongoing	<ul style="list-style-type: none"> <li>Increased TBDSSAB's presence at career fairs and community events to promote employment opportunities including Lakehead University Career and Job Fair; Confederation College Career and Job Fair; Regional Career Fairs; Anishinabek Health Conference; Maadaadazi Aboriginal Post-Secondary Student Orientation' and Aboriginal Trade and Employment Symposium.</li> </ul>
18. Staff tracking system in place. (2018)	Done and Ongoing	<ul style="list-style-type: none"> <li>Developed a self-identification tool for staff. The information gathered through this voluntary survey will be used for statistical purposes to measure and help ensure our community is reflected in our staffing.</li> </ul>

#### Strategic Direction 7: Increase and Focus our advocacy activities

Objective	Status	
10. Three position papers on relevant topics with at least one on Mental Health. (2017)	Done	<ul style="list-style-type: none"> <li>Three position papers were completed in 2017 with one on Mental Health &amp; Housing.</li> </ul>

# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

<p>11. Provincial Strategic Tables review and a three-year projection. (2017 – 2019)</p>	<p>Done</p>	<ul style="list-style-type: none"><li>• CAO is Chair of the Housing Services Corporation (HSC) Board of Directors</li><li>• Director Housing Services is a member of the HSC Service Manager Advisory Committee and the Energy Advisory committee</li><li>• CAO was Co-Chair of the Ministry of Housing’s Social Housing Modernization Discussion Forum (SHMDF) which was wound-up in mid-2018</li><li>• CAO is a member of the Urban Commissioners group; a table that brings together the heads of the 16 largest CMSMs/DSSAB in Ontario</li><li>• CAO is a member of the Ontario Municipal Social Service Association 47 Leaders table</li><li>• Manager, Client Services is the TBDSSAB’s Change Lead Liaison for the Ministry of Community and Social Services – Social Assistance Modernization</li><li>• Director Corporate Services is a member of province-wide working group reviewing the Ontario Child Care Management System</li><li>• Manager Finance was a member of the Ministry of Education working group studying the Child Care funding model for Rural Ontario providers</li></ul>
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# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

Objective	Status	
		<ul style="list-style-type: none"> <li>• Director Corporate Services is a board member of the Chartered Professional Accountants Association of Ontario</li> <li>• CAO is a member of the Ministry of Housing/AMO/Toronto Social Housing advisory table</li> <li>• Director Housing Services is a member, starting in 2019, of the National Housing Strategy Co-ordination Forum (CMHC/MMAH/AMO/Toronto)</li> </ul>
<p>19. Structural or formal relationships with key individuals of 20 stakeholder groups.</p>		<ul style="list-style-type: none"> <li>• The CAO and Directors have met with many key stakeholders to begin developing or enhancing relationships at the executive level, including the Ministry of Housing, Ministry of Children, Community and Social Services, Ministry of Education, NWLHIN, Dilico Anishinabek Family Care, YES Employment, Confederation College, Matawa, Lakehead Employment Planning Council, Thunder Bay Indigenous Friendship Centre, Thunder Bird Friendship Centre, St Joseph's Care Group, Lakehead University, Thunder Bay Chamber of Commerce</li> </ul>



# The District of Thunder Bay Social Services Administration Board

## Strategic Plan 2017 – 2020

### Progress Report as at December 31, 2018

Objective	Status	
20. Three position papers. (2018)		<p>4 Advocacy positions developed and presented at the August 2019 Association of Municipalities of Ontario annual general meeting:</p> <ul style="list-style-type: none"> <li>• Community Homelessness Prevention Initiative, Home For Good</li> <li>• Energy efficiency programs</li> <li>• Child Care fee subsidy income thresholds</li> <li>• Shelter rates for recipients of social assistance living in social housing</li> </ul> <p>5 Advocacy positions developed in 2018 for the January 2019 Rural Ontario Municipal Association annual general meeting:</p> <ul style="list-style-type: none"> <li>• The Need for a Coordinated Access system for homelessness services including mental health and addictions services</li> <li>• A provincial workforce strategy to address the critical shortage of Early Childhood Educators in the Child Care and Early Years system</li> <li>• Concerns regarding simultaneous Internal Review and Social Benefit Tribunal Appeals</li> <li>• The need for improved service and more timely service from the Landlord Tenant Board</li> </ul>