

STRATEGIC PLAN | 2020

THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

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.

**All people
have the right to
dignity, respect and
quality of life.**

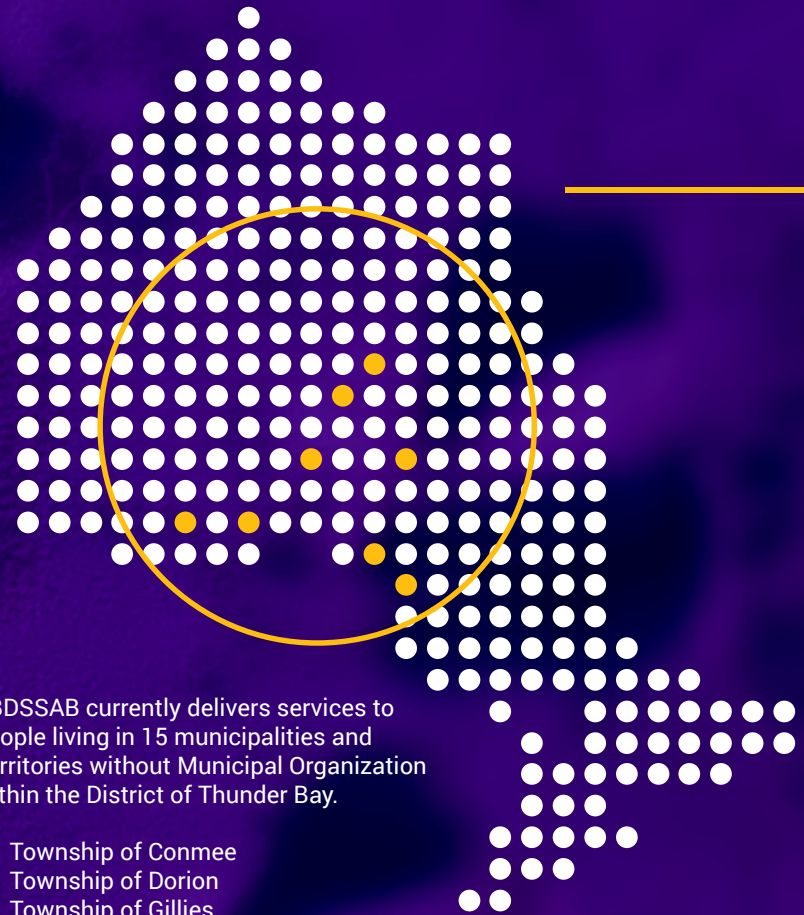
WHO WE ARE



The District of Thunder Bay Social Services Administration Board (TBDSSAB) is responsible for delivering and administering Child Care, social and affordable housing, Ontario Works and local homelessness prevention services to people living in the District of Thunder Bay.

TBDSSAB was established on April 1, 1999, through the enactment of the District Social Services Administration Board Act. We are one of 47 service managers in Ontario that is mandated by the Province of Ontario to deliver social services.

Our District includes 15 member municipalities who are represented on our Board of Directors by 11 Municipally appointed representatives. As well, our Board of Directors includes an elected representative from the Territories Without Municipal Organization.



TBDSSAB currently delivers services to people living in 15 Municipalities and Territories without Municipal Organization within the District of Thunder Bay.

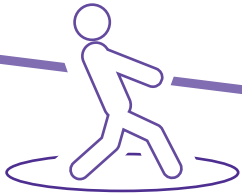
- Township of Conmee
- Township of Dorion
- Township of Gillies
- Municipality of Greenstone
- Township of Manitouwadge
- Town of Marathon
- Municipality of Neebing
- Township of Nipigon
- Township of O'Connor
- Municipality of Oliver Paipoonge
- Township of Red Rock
- Township of Schreiber
- Municipality of Shuniah
- Township of Terrace Bay
- City of Thunder Bay



Dignity, Respect & Quality of Life.



1.0 INTRODUCTION



Strengthening Ties to Our Communities & Improving Service

Our Strategic Plan 2013-2016 focused on building a strong organization from the inside out to serve the citizens of the District of Thunder Bay. The goal was to stabilize the organization during a time of growth after an amalgamation. We are proud to have accomplished what we set out to do.

This current plan looks outward to strengthen ties to the communities and improve service. The planning was conducted from July through November 2016 and benefited from:

- personal interviews with mayors throughout the district and with some partner agencies
- views of funded agencies in an online survey
- tenant and Ontario Works user surveys

We gained insight into the things we do that are valued, how data is viewed through the lens of local experience, and about opportunities to improve our services.

The plan was created during workshops with Board, senior management and supervisory staff. Using a planning model similar to the 2013-2016 strategic plan, the process included a review of past performance, articulation of the organization's medium range practical vision, analysis of systemic blocks and constraints, development of strategies to move the organization forward, and the creation of goals and milestones for the next three years.



Building
a strong
organization
from the inside
out to serve
the citizens of
the District of
Thunder Bay.

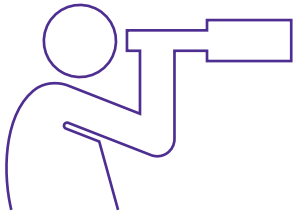




Quality, Choice & Affordability for All



2.0 TBDSSAB VISION



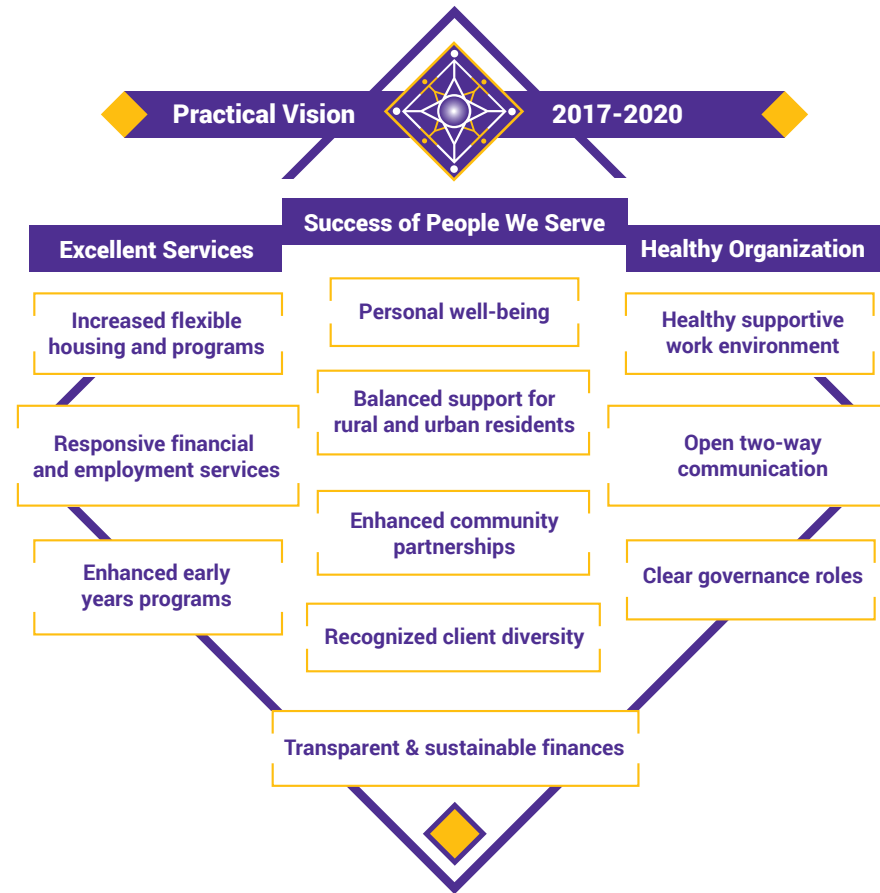
LONG-RANGE VISION

“ To provide 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. ”

PRACTICAL VISION



“ The success of the people we serve with excellent service from a healthy organization. ”





Our clients and tenants remain our central focus moving forward. I am proud of the level of commitment and compassion shown by our staff every day and know it will continue to provide the foundation for our services.

William (Bill) Bradica
Chief Administrative Officer

3.0 STRATEGIES

These strategies will remove or shift the systemic barriers while moving TBDSSAB toward excellent services, success of the people we serve, and a healthy organization.



Strengthen and deepen our institutional relationships

This will energize service partnerships, communication and financial options.



Partner with health organizations

This will provide alternatives beyond silos, creating more flexible service solutions especially in the arena of housing.



Enhance communication with clients and partner groups

This strategy will clarify the mandate, work across silos, open up information bottlenecks and challenge stereotypes and reactivity, moving the organization toward better service, client success and a healthier organization.

Reflect the community in our staffing

This is a direct approach to shift stigma and reactionary thinking, by increasing staff diversity and creating a healthy supportive work environment.



Explore creative service solutions

This strategy will generate innovation and new ways of operating support services through our health partners and in child care.



Broaden participation on advisory task forces

This will proactively shift stigma and widen information bottlenecks, moving toward service excellence, rural/urban support balance, and increased representation.



Focus and increase our advocacy activities

This will help remove barriers to housing, health service access and all other program areas while clarifying roles and mandates, engaging rural and urban stakeholders and opening up information bottlenecks.



These strategies will help remove or shift systemic barriers while moving TBDSSAB toward excellent services, success of the people we serve and a healthy organization.



Bob Katajamaki
Chair, Board of Directors



4.0 IMPLEMENTATION SCHEDULE

Strategic Objectives & Milestones

	2017	2018	2019
Enhance communication with clients and partner groups	Communication Liaison position Front-line staff representative on inter-departmental task force.	Communication plan in place for reporting out survey results.	Eight town hall meetings rotating throughout the district over 3 years.
Partner with health organizations	Fifty front line staff trained in mental health and addiction awareness and community resources. Five service provider presentations to all staff.	A more private physical environment at intake reception. Partnership with health care providers for the people we serve in five new locations.	
Explore creative service solutions	Mixed interdepartmental work groups with front line workers informing each other of services available.	Six initiatives through cross departmental exchange groups that coordinate service referrals for housing, Ontario Works and child care	Survey and client feedback on the initiatives.
Broaden participation on advisory task forces	Criteria and guidelines published for Advisory Task Forces. One Advisory Task Force with municipal, agency and service users sharing communication with many agencies.		Evaluation of effectiveness and outcomes of the groups and task forces.
Strengthen and deepen our institutional relationships	Joint Funding Advisory Task Force with representation from municipalities and LHIN/CCAC with terms of reference and quarterly meetings.	Education initiative by program and service subject matter experts for municipal staff and councils.	Marketing strategy that brands social services leadership of TBDSSAB and proactively portrays positive aspects.
Reflect the community in our staffing	An orientation program on cultural safety, client diversity and organizational values taken by 1/3 of staff.	New applicants invited during recruitment process at career fairs, community events and from internships. Staff tracking system in place.	Virtual library and resource pool on cultural safety and service excellence that is accessible to all staff.
Increase and focus our advocacy activities	Three position papers on relevant topics with at least one on Mental Health. Provincial Strategic Tables review and a three year projection.	Structural or formal relationships with key individuals of 20 stakeholder groups. Three position papers.	Three position papers.



Employment, Independence & Self-sufficiency.



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www.tbdssab.ca

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Design by: Firedog Communications

