



	REPORT No.: 2019-48
MEETING DATE: OCTOBER 17, 2019	DATE PREPARED: OCTOBER 7, 2019
SUBJECT: STRATEGIC PLAN 2020 - 2023	

RECOMMENDATION

THAT with respect to Report No. 2019-48 (CAO's Division), we, The District of Thunder Bay Social Services Administration Board, adopt the Strategic Plan for the years 2020 through 2023 as presented;

AND THAT Reports to the Board will include reference to strategic directions and objectives when applicable;

AND THAT a Report be presented to the Board within sixty days of each calendar year-end covered by the Strategic Plan to identify the previous year's progress in achieving the strategic directives.

REPORT SUMMARY

An updated practical vision and goals were developed through a process facilitated by ICA Associates for the years 2020 to 2023, involving the Board, Executive Management, and a cross-section of people representing management and staff.

BACKGROUND

A strategic planning session for the Board and Executive Management was facilitated by ICA Associates on September 10 and 11, 2019.

The draft practical vision developed during this session was reviewed and strategic objectives further developed by the Executive Management Team on September 16, 2019.

The draft practical vision, strategic objectives and strategic directions were reviewed and enhanced by a team of more than 25 staff and managers, which then developed goals to achieve the objectives. This session was held on September 18 and 19, 2019.

Review and editing of the draft Plan was done by the Executive Management Team on September 24, 2019 and was presented to the Board in a non-business meeting on September 25, 2019 for review and comment.

COMMENTS

The strategic planning process included a review of past performance, articulation of TBDSSAB’s long-range practical vision, analysis of systemic blocks and constraints, and the development of strategies, goals, and strategic objectives for the next four years.

The following excerpts from the Strategic Plan identify the long-range vision, practical vision and strategic directions identified for the years 2020 to 2023.

LONG-RANGE & PRACTICAL VISION

The long-range vision of TBDSSAB is to be a model of excellence in local solutions, with the medium-range vision of “success of the people we serve through flexible, inclusive services from a strong organization.” The complete practical vision is laid out below in more detail.

By 2023 the TDBSSAB wants to be a model of excellence in local solutions.		
Flexible inclusive services	Success of the people we serve	A strong organization
Relevant diverse housing	Needs-centred client focus	Board advocacy
Increased community and employment placements		Effective communication
Enhanced early year and child care	Indigenous partnerships	Financial stewardship

STRATEGIC DIRECTIONS

To move the organization toward the vision of a model of excellence in local solutions, nine strategies were developed focusing on specific investments, partnerships and advocacy. Four-year strategic objectives and milestones have also been developed and presented in the attached Plan.

Maximize use of technological equity across communities	Develop staff skills	Strengthen responsive internal and external communications	Investment
Broaden employment services	Enhance Indigenous awareness and relations	Involve and empower effective community partnerships	Partnerships
Advocate for our local, flexible solutions	Develop improved processes	Build outcomes-focused metrics	Advocacy

FINANCIAL IMPLICATIONS



The financial implications of pursuing the strategic objectives will be determined and included for the Board’s consideration during each year’s budget approval process.

CONCLUSION

It is concluded that the 2019 Strategic Planning process involved the efforts of the Board, Executive Management, Senior Management, and staff, informed by stakeholders. The process resulted in a Practical Vision for the 2020 to 2023 years that would focus on the success of the people we serve through flexible, inclusive services, from a strong organization.

REFERENCE MATERIALS ATTACHED

Attachment #1 [2020 - 2023 Strategic Plan](#)

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THE THUNDER BAY DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION

BOARD (TBDSSAB)

STRATEGIC PLAN NOTES

Sept. 2019

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ICA
ASSOCIATES

facilitating a culture of participation

for board discussion

Table of Contents

Table of Contents	3
Introduction.....	4
Mission.....	4
Historical Review	4
Vision	Error! Bookmark not defined.
Systemic barriers and challenges	Error! Bookmark not defined.
Strategies.....	Error! Bookmark not defined.
Four Year Implementation Schedule.....	9

Introduction

This document outlines the strategic plan for the District of Thunder Bay Social Services Administration Board (TBDSSAB) for the years 2020 to 2023. The earlier plan in 2016 increased communication to the communities throughout the region to improve housing, employment and children's services. This current plan looks outward to localize flexible and innovative services across the region to better serve the diversity of the region.

The planning was conducted in September 2019 and involved:

- Significant direction from the Board of Directors and from past reports.
- Thorough involvement of the management and supervisory staff
- Fine tuning from the senior management.

Using a logic model similar to the 2016 strategic planning, 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 strategic objectives for the next four years. An external facilitator from ICA Associates Inc. was engaged to guide the planning process.

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.

The provincial mandate that set the mission has not changed.

Historical Review

2017 was a year of opening up and responding to a wide variety of community needs. Three murders in the district highlighted the environment in which housing and social services operated. A high-needs homeless waitlist was created. Significant funding was received for housing programs that led to the hiring of more tenant support workers. A communications specialist was brought into the organization.

October 2017 up until the provincial election in ~~mid-2018~~mid-2018 was a time of peak community engagement. Eight town hall meetings were held along with several client surveys and an enumeration of people experiencing homelessness. Early years program administration was transferred to the organization. TBDSSAB was the recipient of a local chapter award from the Ontario Municipal Social Services Association and also participated in the Early Childhood Education appreciation event. The Truth and Reconciliation of Canada report issued a call to action.

The provincial election of 2018 was a reality check and put the organization into a holding pattern waiting for subsequent announcements of funding reductions. The province cut funding on a number of programs. Municipal elections during this period brought in several new Board members to TBDSSAB.

The latter half of 2019 was a time of adapting to a new reality. The announcement from Bombardier to eliminate workers has affected many families. A new ~~memorandum~~Memorandum of ~~understand~~ Understanding with Nishnawbe Aski Nation was signed to address poverty and homelessness.

An overall learning of this three year period for both staff and board has been getting comfortable with the unknown, and striving to be more flexible, resilient and adaptable. Digitization and modernization will change how we serve clients, although it affects clients who may not be ready for it.

Practical Vision of TBDSSAB

By 2023 the TDBSSAB wants to be a model of excellence in local solutions.		
Flexible inclusive services	Success of the people we serve	A strong organization
Relevant diverse housing	Needs-centred client focus	Board advocacy
Increased community and employment placements		Effective communication
Enhanced early year and child care	Respectful Indigenous partnerships	Financial stewardship

Relevant Diverse Housing

Our vision is to meet the housing needs of individuals with:

- Flexible housing options
- Significantly increased housing units.
- Creative options with community support agency partners
- Different ways of supporting the people experiencing homelessness where they are at

Increased Community and Employment Placements

Our vision is to improve our client's education and skills to reach employment with:

- Tools that recognize client's strengths, areas for growth, challenges and barriers.
- Personnel resources effectively managed and allocated towards an employment focus
- Strong partnerships with community partners.

Enhanced Early Years and Child Care

Our vision of enhanced early years and childcare programs is an enhanced capacity with:

- Better outcomes for children
- Occupancy increased to 85%
- Indigenous-led ~~e~~Early-~~O~~e~~a~~n programs
- Improved child care self-understanding

Needs-centred Client Focus

Our vision is a respectful, supportive environment for all clients accessing our services with:

- Simple accessible programs and services
- Flexibility in delivery of services
- Services that are individually oriented
- Partnerships with agencies to assist with client needs

~~Respectful (word respectful to be removed)~~ Indigenous Partnerships

Our vision is to meet the needs of our Indigenous clients through programs and services with:

- Enhanced partnerships with ~~indigenous-Indigenous~~ organizations
- Board to board partnerships and Indigenous representation
- Board cultural competency education and training
- Services respectful of the unique culture of Indigenous people

Board Advocacy

Our vision is to turn ideas into reality with:

- Direct communication channels with senior levels of government
- Innovative program solutions
- ~~Thought-Inventive~~ **(should amend the word thought – Administration to revise)** leadership for all services
- Yearly advocacy reports

Effective Communication

Our vision is clear and open communication among staff, clients, tenants, Municipalities, stakeholders and public with:

- Relevant technology and social media
- Continued feedback from internal and external sources
- Early identification and resolution of challenges and opportunities

Financial Stewardship

Our vision is value-for-money with:

- Outcome-focused programs and services
- Modernization and digitization of processes
- Comprehensive Accountable Advances processes

Contradictions

A number of systemic issues and blocks both within the organization and outside the control of the organization challenge the attainment of the practical vision. These have been acknowledged by board and staff as relevant to the development of strategy.

External challenges

- ❖ Government mandated requirements reduce options for flexible local solutions.
- ❖ Low population density across large geography minimizes cost-effective delivery.
- ❖ Election cycles and political turnover subverts long range solutions.
- ❖ Annualized Ministry funding impedes program investment options.

Internal Systemic Blocks

- ❖ —Institutional approach hinders time and energy to learn about diverse groups and approaches. The high volume of client contact restricts time and energy to learn about diverse groups and approaches. (Will take this back to Administration group & facilitator for re-wording and Bill will get verification)
- ❖ Our current technology infrastructure undermines new service delivery.
- ❖ “Sink or Swim” quick training, training gaps and lack of knowledge transfer from retirees reduces staff ability to deliver the work.
- ❖ Board direction for levy stabilization challenges investment in flexible and innovative solutions.

Internal contradictions to the practical vision

- ❖ Our bureaucratic colonial organization culturally challenges many of our clients.
- ❖ Team, program and department silos slows information flow and delivery.
- ❖ Modernization and digitization that gets ahead of the skills of clients and staff, excludes some clients.
- ❖ Our own programmatic imagination limits cutting edge innovation and solutions.
- ❖ Internal differences on vision perspectives hinders progress.

Nine Strategies and Three Strategic Directions

Nine strategies address the internal system blocks and the contradictions to the practical vision. It was determined that specific investments, partnerships and advocacy would lead toward the vision of a model of excellence in local solutions.

Maximize use of technological equity across communities	Develop staff skills	Strengthen responsive internal and external communications	Investment
Broaden employment services	Enhance Indigenous awareness and relations	Involve and empower effective community partnerships	Partnerships
Advocate for our local, flexible solutions	Develop improved processes	Build outcomes-focused metrics	Advocacy

Implementation Schedule

The following implementation schedule will move the organization to its vision of a model of excellence in local solutions in four years or less.

Year Strategy	2020 Objectives	2021 Objectives	2022 Objectives	2023 Objectives
Strengthen responsive internal/external communication	<p>“Most relevant /most used” client communications formats determined.</p> <p>100% increase in social media followers.</p>	All department strategy for two-way communication.	Evaluation of implementation strategy for 2-way communication.	Brand awareness evaluation.
Develop staff skills	Training plan from gap analysis.	One cross-departmental team and training session completed.	Training feedback conducted.	Individual staff training plans.
Maximize use of technological equity across communities	<p>A pilot centre for tenant and client training for computer and IT.</p> <p>Tenant and client surveys on technology availability and use.</p>	Advocacy activities for broadband service in Thunder Bay district.	<p>Internal paperless process for client and tenant files.</p> <p>Technology hub plan.</p>	Long range technology system in place.
Broaden employment services	<p>Review of tools on clients’ strengths, areas for growth, challenges and barriers.</p> <p>4300 unique clients in placements.</p>	<p>Employment services in designated locations including housing buildings.</p> <p>500 unique clients in placements.</p>	<p>600 unique clients in placements.</p> <p>Employment partnerships with good incentives.</p>	Provincial average for percentage of caseload exits exceeded.
Enhance Indigenous awareness and relations	Situation analysis research on bureaucratic colonial system challenges with inclusion/ partnership with community members.	5 Board to Board formal relationships with indigenous organizations.	Implementation plan based on research findings	Indigenous representation on the Board
Involve and empower effective community partnerships	<p>100 new partnership housing units.</p> <p>10 community stakeholder</p>	10 community stakeholder information sharing sessions.	District-wide mental health and addiction services and social services conference.	Mental health and addiction services partnership system in place

	information sharing sessions.	Community partners survey to get feedback on TBDSSAB performance as a service system manager.		
Improve processes for change	A formalized process for process reviews. Priorities framework for processes.	Internal, cross-functional, service system planning table with quarterly meetings.	One process review per division.	Process review report 25% of frontline TB-DSSAB staff have been involved in process reviews over 4 years.
Develop realistic outcome measures	Policy framework for the collection and reporting of outcome measures.	Comprehensive report developed of the locally established outcome measures.		
Advocate for our local, flexible solutions	Advocacy policy. Three position papers.	Two non-business Board meetings to learn about and discuss local solutions and opportunities. Three position papers.	Three new data sharing agreements with community partners. Three position papers.	