



	REPORT No.: 2020-04
MEETING DATE: FEBRUARY 13, 2020	DATE PREPARED: JANUARY 27, 2020
SUBJECT: STRATEGIC PLAN 2020 ANNUAL UPDATE	

RECOMMENDATION

THAT with respect to Report No. 2020-04 (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 26 Objectives for the 2017, 2018 and 2019 years, 6 of which were for 2019, identified under the 7 Strategic Directions.

Some highlights include:

- Virtual and physical library of resources for staff for cultural safety, leadership and service excellence
- Position papers on Mixed Income Housing, Mental Health and Addictions, Ontario Works and Ontario Disability Support Program Shelter Scales, among others
- TBDSSAB presence at numerous information sessions and community events
- Development of relationships with stakeholder groups, including a Memorandum of Understanding signed with Nishnawbe Aski Nation
- Presentations have been made in 8 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 third and final year of that Plan.

REFERENCE MATERIALS ATTACHED

Attachment #1 - [TBDSSAB Strategic Plan 2020 – Progress Report as at December 31, 2019](#)

PREPARED BY:	Kristyn Lovato-Day, Acting Supervisor Communications and Engagement William (Bill) Bradica, Chief Administrative Officer The District of Thunder Bay Social Services Administration Board
APPROVED / SIGNATURE:	
	William (Bill) Bradica, Chief Administrative Officer The District of Thunder Bay Social Services Administration Board
SUBMITTED / SIGNATURE:	
	William (Bill) Bradica, Chief Administrative Officer The District of Thunder Bay Social Services Administration Board

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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"> • Communications and Engagement Officer was hired in 2017 • Municipal newsletter has been developed to report on Board meetings and initiatives undertaken • Increased positive media coverage beginning in 2017 • 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 • Between 2018 and 2019, followers on all social media platforms have increased: <ul style="list-style-type: none"> ○ Facebook – followers increased 33.3% ○ LinkedIn – followers increased 31.3% ○ Instagram – followers increased 54.8% ○ Twitter – followers increased 123.7%

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Objective	Status	
<p>2. Front Line Staff representative on interdepartmental task force (2017)</p>	<p>Completed 2017 & Ongoing</p>	<p>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.</p> <p>Staff participation determined in 2018 for the Child Care & Early Years Advisory Table that began its work during 2019.</p> <p>Staff representatives from each Division participated in a working group on the transition to the new phone system.</p> <p>Staff representatives from each Division participated in 3 software review committees in 2019.</p>
<p>12. Communication plan in place for communicating out survey results (2018)</p>	<p>Completed 2018 & Ongoing</p>	<p>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>.</p> <p>Work was continued in 2019, reporting the Ontario Works Client Survey results through various methods.</p>

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Objective	Status	
21. Eight town hall meetings rotating throughout the District over 3 years. (2019)	Completed 2019	<ul style="list-style-type: none"> • Beginning in the spring of 2017, a total of seven (7) Housing presentations were made in various communities throughout the District of Thunder Bay. The communities visited include: Greenstone, Terrace Bay, Nipigon, Shuniah, Oliver Paipoonge, Marathon, and Schreiber. • A number of Housing presentations were conducted in the City of Thunder Bay • Community trade shows and community events were attended in the City of Thunder Bay.

Strategic Direction 2: Partner with Health Organizations

Objective	Status	
3. Fifty front line staff trained in mental health and addiction awareness and community resources. (2017)	Completed 2017	<ul style="list-style-type: none"> • 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>.

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<p>4. Five service provider presentations to all staff. (2017)</p>	<p>Completed & ongoing</p>	<ul style="list-style-type: none">• Presentations made in 2017 to staff by the Northwest Community Care Access Centre on services offered• Presentation from St. Joseph's Care Group (SJCG) regarding Personal Support Worker accelerated program• Presentation from the United Way on the organizations that it funds• Presentation from the Canadian Mental Health Association (CMHA) regarding the Situation Table model• Presentation from Pest Control provider to Housing staff regarding the process for eradicating pests• Presentation from Pro Kids about their services• Presentation from Service Canada about employment and retraining opportunities• Presentation from March of Dimes Canada (MODC) discussing their Employment Placements programming• Presentation from Anishinabek Employment and Training services• Presentation from Salvation Army about their services and the Journey to Life Centre
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Objective	Status	
		<ul style="list-style-type: none">• Presentation from Lakehead Adult Education Centre on their services• Presentation from YES Employment on their employment services• Presentation from Matawa regarding human trafficking• Presentation from Elder Abuse Ontario about addressing abuse of older adults using a trauma and violence informed approach• Presentation from Beendigen about their services• Presentation from Northwestern Ontario Women's Centre about cyberstalking and online harassment• Presentation from NorWest Community Health Centres on harm reduction• Presentation on radicalization leading to violence from the Thunder Bay Crime Prevention Council

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Objective	Status	
<p>13. A more private physical environment at intake reception (2018)</p>	<p>Completed & Ongoing</p>	<ul style="list-style-type: none"> • 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. • 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. • Addition of MyBenefits Portal allows clients to personally check their account statuses without needing to talk to Intake staff • Addition of the Reloadable Payment Cards (RPC) allow clients to access funds electronically, reducing the need to attend the office and provide ID and other personal information • Process improvements for all Intake stations continued through 2019 into 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.

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Objective	Status	
14. Partnership with health care providers for the people we serve (2018)	Completed & Ongoing	<ul style="list-style-type: none"> • Home for Good partnership with SJCG and Dilico Anishinabek Family Care • Additional health services offered in Resource Centre units of family housing complexes • Participation on Situation Tables that are coordinated by the CMHA • Participation on the NWLHIN sub-region tables • Participation in the development of the Coordinated Access Table (support services for chronic homelessness) • Participation in NW LHIN/DSSAB Housing and Homelessness Prevention Advisory Committee 2019 • Participation in 3-day Mental Health and Addiction Design Event November 2019

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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 & Ongoing</p>	<ul style="list-style-type: none"> • Working group for Rent Café upgrade includes Client Services and Housing Services staff • The Housing Application working group with Client Services and Housing to merge Social Housing applications into one form, completed its work in 2018 • Integrate Housing and Client Services in Homelessness approach (High Needs Homeless) • Bi-monthly Housing Services/Client Services Leadership meetings to discuss opportunities and cross Divisional issues • Home For Good case worker meetings held bi-weekly (representatives from Client Services, Housing Services, SJCG, and Dilico Anishinabek Family Care) • Cross-divisional review and input on Housing Services Act regulatory changes involving Intake and Housing

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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>Completed</p>	<ul style="list-style-type: none"> • High Needs Homeless program cross divisional team • Presentation from Child Care staff to OW program staff on child care and early years programs and services • Presentation from Housing Services staff to OW program staff on housing programs and services • Coordination of eligibility for Housing Security Fund and Homelessness Partnering Strategy (HPS) Rural and Remote Homelessness Prevention Initiative • Education and referral process session on Situation Tables for all staff in Client Services and Housing Divisions. • Child Care and Ontario Works Employment joint application to Ministry of Labour, Training and Skills Development for an Early Childhood Educator education program

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Objective	Status	
22. Survey and client feedback on the initiatives (2019)	Completed 2019 & Ongoing	<ul style="list-style-type: none">• Received direct client feedback from High Needs Homeless program and Transitional Support Outreach Workers (2019), including how much easier it is to access services when workers are mobile and available in shelters, and word of mouth referrals between clients.• Received direct client feedback from Situation Table clients (2019), including stories from clients who have had their crisis managed and been housed successfully• Created a plan to add questions regarding specific service referral initiatives to future client surveys

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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"> • CHPI Advisory Table Terms of Reference approved in 2017. • Terms of Reference for Child Care & Early Years Table presented to Board and approved by Resolution in 2018.
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"> • CHPI Advisory Table established in 2017 and continued in 2019. • Child Care and Early Years Advisory Table established in 2019. <p>Table members include representation from the general public, stakeholder organizations, TBDSSAB Board, TBDSSAB Administration and front-line staff.</p>
23. Evaluation of effectiveness and outcomes of the groups and task forces. (2019)	Completed 2019 & Ongoing	<ul style="list-style-type: none"> • CHPI Advisory Table member survey completed, and results reported 2019 • Child Care and Early Years Advisory Table established in 2019, evaluation to be completed in 2020.

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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>Completed & Ongoing</p>	<ul style="list-style-type: none"> • TBDSSAB continued in 2018 to be a member of the joint NWLHIN sub-region tables, with Northwest DSSABs and Ontario Aboriginal Housing Services • Director Client Services and Director Housing Services attend the Northwest Health Links table facilitated by CCAC/NWLHIN • CAO is a member of the two NWLHIN Sub-region Planning Tables that cover the TBDSSAB service area • 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. While this formally ended with the Ontario Health restructuring, TBDSSAB administration is still discussing opportunities with providers, especially regarding mental health and addictions issues.

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Objective	Status	
<p>16. Education Initiative by program and service subject matter experts for municipal staff and councils. (2018)</p>	<p>Completed & Ongoing</p>	<ul style="list-style-type: none"> • Presentations made in 3 Rural communities (Marathon, Schreiber and Greenstone) regarding housing and homelessness prevention services in 2018. Presentations were made in Oliver-Paipoonge, Terrace Bay, Nipigon and Manitouwadge in 2017. • Presentation by the CAO to municipal council members and senior municipal administrators at the 2018 Thunder Bay District Municipal League conference • TBDSSAB organized and co-hosted Housing Services Corporation SHARE Event in October 2018. Representatives from municipalities, stakeholder groups and funded non-profit organizations attended. • TBDSSAB hosted and facilitated a seniors housing presentation from Abbeyfield Canada for interested municipalities and community groups • Continued providing the <i>Update from the Board</i> newsletter throughout 2019 to help inform municipalities on Board decisions and programs
<p>24. Marketing strategy that brands social services leadership of TBDSSAB and proactively portrays positive aspects. (2019)</p>	<p>Completed & Ongoing</p>	<ul style="list-style-type: none"> • Communication plan completed 2017 • Posts on social media, website regarding work with community partners, and other initiatives • Trade shows, information fair display tables • Updated promotional materials, banners and displays • Reviewed all forms for consistency • Annual Report redesign to highlight successes, not just all operational numbers

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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 & Continued 2018, 2019</p>	<ul style="list-style-type: none"> • Launched staff orientation program (CAO & 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. • 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. • HR attended the Indigenous Workplace Inclusion: Tools for Moving Forward Conference hosted by the Local Employment Planning Counsel in preparation for the development of TBDSSAB’s Workplace Inclusion Strategy. • Celebrated <i>National Indigenous Peoples Day</i> and built cultural awareness and safety into Wellness and Recognition initiatives • Celebrated Orange Shirt Day (2019), which honours and educates about the history and the Indigenous children who were sent away to residential schools in Canada

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Objective	Status	
<p>17. New applicants invited during recruitment process at career fairs, community events and from internships. (2018)</p>	<p>Completed & ongoing</p>	<ul style="list-style-type: none"> • 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. • 2019 - TBDSSAB was recognized as a participant in the Baakaakonaanan Ishkwaandemonan (BI, pronounced “bah-kah-ko-nah-nun shkwahn-deh-monun”) – Opening Doors for You pilot project, recognizing the efforts made by employers to foster an inclusive workplace with the goals of identifying current best practices and promoting existing resources for supporting the hiring of newcomers and Indigenous job seekers
<p>18. Staff tracking system in place. (2018)</p>	<p>Completed & Ongoing</p>	<ul style="list-style-type: none"> • 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.
<p>25. Virtual library and resource pool on cultural safety and service excellence that is accessible to staff. (2019)</p>	<p>Completed</p>	<ul style="list-style-type: none"> • Physical library in Human Resources stocked with professional development resources available for all staff • Virtual library – resources have been placed on the staff shared drive and are available to all staff, including training presentations and web addresses; resources continue to be added.

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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)	Completed	Four position papers were completed in 2017 with one on Mental Health & Housing. <ul style="list-style-type: none">• Food for Thought• Housing Mental Health and Addictions• DSSAB Act Review Position• TBDSSAB Submission to the Income Security Reform Working Group's Report: Roadmap for Change

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<p>11. Provincial Strategic Tables review and a three-year projection. (2017 – 2019)</p>	<p>Completed</p>	<ul style="list-style-type: none">• CAO is Chair of the Housing Services Corporation (HSC) Board of Directors• Director Housing Services is a member of the HSC Service Manager Advisory Committee• Director Housing Services was a member of the HSC Energy Advisory committee from February 2017 to 2019, the Manager Facilities assumed this role in mid-2019• CAO was Co-Chair of the Ministry of Housing’s Social Housing Modernization Discussion Forum (SHMDF) which was wound-up in mid-2018• CAO is a member of the Urban Commissioners group; a table that brings together the heads of the 16 largest CMSMs/DSSAB in Ontario• CAO is a member of the Ontario Municipal Social Service Association 47 Leaders table• Manager, Client Services is the TBDSSAB’s Change Lead Liaison for the Ministry of Community and Social Services – Social Assistance Modernization• Manager, Client Services was added to the MCCSS Directors and Administrator Reference Group in 2019• CAO is a member of an advisory sub-committee of the Provincial Municipal Social Assistance & Employment Committee
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Objective	Status	
		<ul style="list-style-type: none">• Director Corporate Services is a member of province-wide working group reviewing the Ontario Child Care Management System• Manager Finance was a member of the Ministry of Education working group studying the Child Care funding model for Rural Ontario providers• Director Corporate Services is a board member of the Chartered Professional Accountants Association of Ontario• CAO was a member of the Ministry of Housing/AMO/Toronto Social Housing advisory table from 2015 to 2019. Director Housing Services assumed this role in 2019.• Director Housing Services is a member, starting in 2019, of the National Housing Strategy Co-ordination Forum (CMHC/MMAH/AMO/Toronto)

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Objective	Status	
19. Structural or formal relationships with key individuals of 20 stakeholder groups.	Completed	<ul style="list-style-type: none"> • The CAO and Directors have met with many key stakeholders to begin developing or enhancing relationships at the executive level, including: <ul style="list-style-type: none"> ○ Ministry of Municipal Affairs and Housing ○ Ministry of Children, Community and Social Services ○ Ministry of Education ○ Ministry of Health – Mental Health and Addictions ○ 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 ○ Ontario Aboriginal Housing Service ○ Metis Nation of Ontario ○ Norwest Community Health Centres ○ Thunder Bay District Health Unit ○ Thunder Bay Multicultural Association ○ Lakehead University ○ Thunder Bay Chamber of Commerce ○ Nishnawbe Aski Nation ○ Thunder Bay Crime Prevention Council

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

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Objective	Status	
26. Three position papers. (2019)	Completed	<p>Four Advocacy positions developed and presented at the August 2019 Association of Municipalities of Ontario annual general meeting:</p> <ul style="list-style-type: none"> • TBDSSAB as an Employment Ontario Service Delivery Site • Increasing Ontario Works and Ontario Disability Support Shelter Scales for Clients Residing in Social Housing • Negative Operating Subsidies for Non-Profit Housing Providers • Involve Service Managers in Planning and Increase Notice for Funding Changes <p>One Advocacy positions developed in 2019 for the January 2020 Rural Ontario Municipal Association annual general meeting:</p> <ul style="list-style-type: none"> • TBDSSAB requesting a meeting with Mental Health and Addictions Associate Minister and Service Providers for Solutions to Mental Health and Addictions issues in the District of Thunder Bay <p>One Position Paper developed – Mixed Income Housing</p>