



# STRATEGIC PLAN

2020-2023



THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD



**The District of Thunder Bay Social Services Administration Board**





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# 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 previous plan increased communication to the communities throughout the service area and looked to improve housing, employment, and children's services. This current plan looks outward to localize flexible and innovative services across the District of Thunder Bay to better serve the diversity of the service area.

The planning was conducted in September 2019 and involved:

- Significant direction from the Board of Directors and information gathered from past reports, user surveys, and community engagement sessions.
- Thorough involvement of the staff and management
- Fine tuning from executive 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.

## WHO WE ARE, WHAT WE DO

# OUR 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.

## WHAT WE ASPIRE TO BE

# OUR 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.

## WHAT WE LIVE BY

# OUR VALUES

At the District of Thunder Bay Social Services Administration Board, we:

- Respect
- Accept
- Collaborate
- Understand
- Are Empathetic
- Have Integrity
- Promote Wellness



# WHO WE ARE

The District of Thunder Bay Social Services Administration Board (TBDSSAB) is responsible for delivering and administering Child Care and Early Years services, Social and Affordable Housing, Ontario Works and Homelessness Prevention programs to people living in the District of Thunder Bay.

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

Our District includes 15 member municipalities which are represented on the Board of Directors by 13 municipally appointed representatives. As well, the Board includes a directly 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 Paiponge
- ◆ Township of Red Rock
- ◆ Township of Schreiber
- ◆ Municipality of Shuniah
- ◆ Township of Terrace Bay
- ◆ City of Thunder Bay



# Practical Vision of



THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD



## BY 2023 TBDSSAB WANTS TO BE A MODEL OF EXCELLENCE IN LOCAL SOLUTIONS.

### FLEXIBLE INCLUSIVE SERVICES

#### 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 clients' education and skills to reach employment with:**

- Tools that recognize clients' 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 EarlyON programs
- Improved child care self-understanding.

### SUCCESS OF THE PEOPLE WE SERVE

#### 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.

#### INDIGENOUS PARTNERSHIPS

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

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

### A STRONG ORGANIZATION

#### BOARD ADVOCACY

**Our vision is to turn ideas into reality with:**

- Direct communication channels with senior levels of government
- Innovative program solutions
- Inventive 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:**

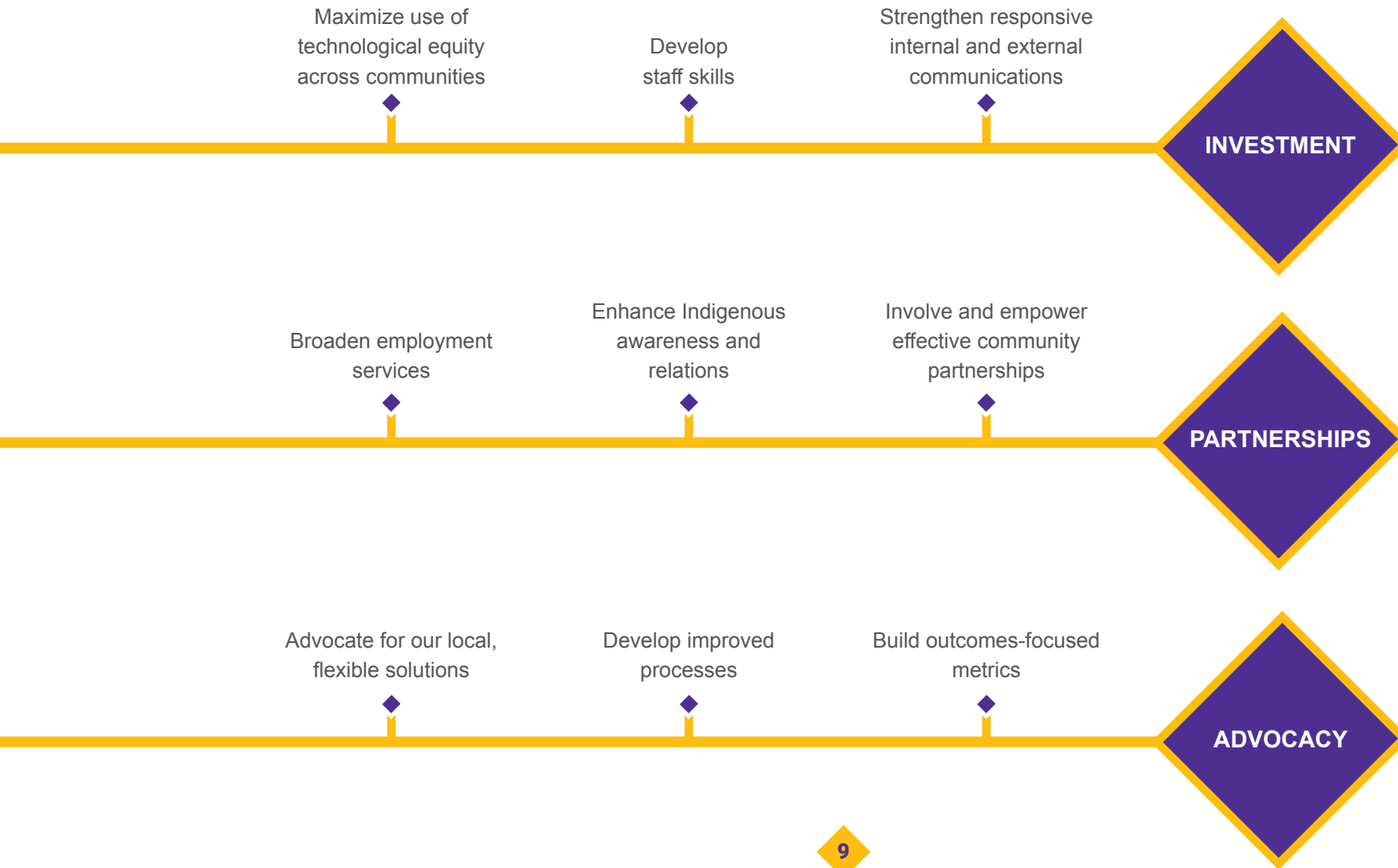
- Outcome-focused programs and services
- Modernization and digitization of processes
- Comprehensive Accountable Advances processes.







# NINE STRATEGIES & THREE STRATEGIC DIRECTIONS



# 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.





YEARLY STRATEGY		2020 OBJECTIVES	2021 OBJECTIVES	2022 OBJECTIVES	2023 OBJECTIVES
	Strengthen responsive internal/external communication	"Most relevant /most used" client communications formats determined. 100% increase in social media followers.	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-depart-mental team and training session completed.	Training feedback conducted.	Individual staff training plans.
	Maximize use of technological equity across communities	A pilot centre for tenant and client training for computer and IT. Tenant and client surveys on technology availability and use.	Advocacy activities for broadband service in Thunder Bay district.	Internal paperless process for client and tenant files. Technology hub plan.	Long range technology system in place.
	Broaden employment services	Review of tools on clients' strengths, areas for growth, challenges and barriers. 300 unique placements.	Employment services in designated locations including housing buildings. 500 unique placements.	600 unique placements. Employment partnerships with good incentives.	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	100 new partnership housing units. 10 community stakeholder information sharing sessions.	10 community stakeholder information sharing sessions. Community partners survey to get feedback on TBDSSAB performance as a service system manager.	District-wide mental health and addiction services and social services conference.	Mental health and addiction services partnership system in place
	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 TBDSSAB 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.	Three position papers.

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THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD

ICA  
ASSOCIATES

*facilitating a culture of participation*

