



BOARD REPORT

REPORT No.: 2023-14

MEETING DATE: MARCH 16, 2023

SUBJECT: SITUATION ANALYSIS: PROPOSED IMPLEMENTATION PLAN

RECOMMENDATION

THAT with respect to Report No. 2023-14 (Chief Administrative Officer Division), we The District of Thunder Bay Social Services Administration Board, approve the proposed Situation Analysis Implementation plan as presented.

REPORT SUMMARY

To request approval of the Situation Analysis: Proposed Implementation Plan, identifying proposed action items from the Blue Sky Situation Analysis Report.

BACKGROUND

Blue Sky Strategic Group presented the results of their 2021-22 Situation Analysis at the November 2022 Board meeting. Included in this presentation and report were twenty-three recommendations for the Board's consideration. A Resolution was passed to have Administration take the recommendations in the Blue Sky report and turn it into an actionable implementation plan/strategy.

COMMENTS

The Situation Analysis Report included 23 recommendations for the Board's consideration. A proposed implementation plan has been developed to address or make progress toward the 23 recommendations between 2023-2025 and is attached to this report.

In preparing the 2023 proposed budget, Administration allowed for additional travel, meeting, and community engagement costs that can accommodate the recommendations in the current budget year.

STRATEGIC PLAN IMPACT

This report supports the 2020-23 Strategic Plan Objectives 23 through 26, related to “Enhancing Indigenous Awareness and Relations”.

FINANCIAL IMPLICATIONS

The year 2023 financial implications included in the proposed plan can be accommodated in the approved 2023 budget. Budget implications beyond 2023 will be presented for consideration in subsequent annual budgets.



Total annual costs are estimated to be a minimum of \$16,500 to a maximum of \$24,000 for 2023, though several of the recommendations require further research or consultation to confirm the estimated cost and budget implications. One-time costs are estimated to be between \$150,000 and \$200,000 for future consideration, though additional research is needed to confirm costs and budget implications.

CONCLUSION

It is concluded that this report provides the Board with an overview of the proposed implementation plan related to the recommendations in the Situation Analysis report, and that the Board approves the implementation plan as presented.

REFERENCE MATERIALS

Attachment #1: [Situation Analysis: Proposed Implementation Plan](#)

PREPARED BY:	Carole Lem, Communications & Engagement Officer
SIGNATURE	
APPROVED BY	William (Bill) Bradica, Chief Administrative Officer
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer



**THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD**

Situation Analysis: Proposed Implementation Plan

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
<p>1. Four Indigenous Reps on TBDSSAB Board of Directors</p>	<p>First: The Board needs to approve/state that “we want to pursue having up to four (4) number of Indigenous members on our Board” or indicate the quantity of their choosing.</p> <p>Second: Once approved by Board, meet to consult with the three Political Territorial Organization (PTO) and the Métis Nation of Ontario (MNO) (all four together if possible) to discuss how to appoint the desired number of representatives to the TBDSSAB Board of Directors. Together, determine: What this looks like and who decides (e.g.: nominations vs appointment? PTOs/MNO decision, or Ministry/Minister?)</p> <p>Third: Consult with Board and Indigenous partners to decide Board numbers and what it looks like. For instance, if the Board adds four Indigenous representatives, that will increase the current Board from 14 to 18 members. Together, the Board and Indigenous Partners should decide whether they suggest these spots be added or replace existing seats, and how to go about that.</p>	<p>Minimal budget implications.</p> <p>Discussions only. May involve meeting costs. Can be accommodated within 2023 approved budget.</p>	<p>Start in: 2023 (ongoing)</p>	<ul style="list-style-type: none"> • Board • 3 PTOs and MNO • Chief Administrative Officer (CAO) Division

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	<p>Note: The Board make up is determined by the DSSAB Act, which may present as a barrier to this recommendation (see next item). This change to legislation may take a long time. In the meantime, discuss the possibility with the Board and the PTOs/MNO whether to consider adding Indigenous advisors as an interim solution, and what that might look like.</p>			
<p>2. Continue Advocacy with Minister of MCCSS in 2023 re: DSSAB Act</p>	<p>Implementation to be determined as informed by discussions in Recommendation #1. This will include suggestions of amendments to regulations.</p>	<p>Minimal. May require travel costs to participate in a meeting with the Minister. Can be accommodated within 2023 approved budget.</p>	<p>Contingent on #1 Start in 2023. Will depend on discussions in #1 above</p>	<ul style="list-style-type: none"> • Board • 3 PTOs and MNO • CAO Division
<p>3. Decolonization of policies/ procedures</p>	<p>Approach recommendations 3 & 4 at the same time. Other Recommendations from the Situation Analysis for inclusion in this strategy have been noted below. Will refer to this strategy as the Internal Culture Strategy.</p>	<p>None for 2023. Further budget implications for 2024 will be determined in the resulting strategy.</p>	<p>Start research/ process: 2023 Implementation: 2024-25 (ongoing)</p>	<ul style="list-style-type: none"> • CAO Division • Research & Social Policy • Human Resources /Process Review Lead • DEI Table
<p>4. Include Diversity, Equity, Inclusion and Anti-Racism into [Organizational] Strategy</p>	<p>This recommendation aligns with the 2020-23 Strategic Plan. Research, create, and implement a framework for Diversity, Equity, and Inclusion (DEI) and Anti-Racism for TBDSSAB, that includes an action plan for how to decolonize policies and procedures with the intention of being more inclusive. This framework will be developed with input from service recipients, staff, community</p>			

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	partners, research best practices, Human Resources and the DEI Table. Include: evaluation and implementation plan created with a Human Rights/Human Resources, Process Review & Data lens to ensure efficient implementation, education and ongoing monitoring.			
5. Scheduled Board of Directors Sharing Circles	Recommend that Sharing Circles be offered to the Board a minimum of once a year, as part of a regular meeting.	Minimal – Approximately \$350-\$500 per session. Budget \$500 per year to start	2023-ongoing	<ul style="list-style-type: none"> • Board • CAO Division
6. Scheduled Board culturally appropriate training	Through Sharing Circles, determine what training options are available and make recommendations to the Board. Whenever training is available to the Board, make it available to staff as well.	TBD – could be significant depending on type and number of offerings Based on previous training offered, estimate a minimum of \$2500 up to \$5000 for all 14 Board members.	2023-ongoing	<ul style="list-style-type: none"> • Board • CAO Division • Human Resources
7. Board of Directors attend community gatherings	Recommend members of the Board attend and participate in a minimum of two community gatherings hosted by Indigenous partners per year (e.g.: powwows, potlucks, National Day for Truth and Reconciliation walk, or other events) as representatives of TBDSSAB (separate from gatherings held in partnership with TBDSSAB).	No cost.	2023-ongoing	<ul style="list-style-type: none"> • Board • CAO Division

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	<p>The Board will need to decide what the process looks like for attending community gatherings as a representative of TBDSSAB – the plan should include frequency, how events are chosen, reimbursement, etc.</p> <p>Include as part of an External Partnerships Strategy that will foster connection and engagement with community partners.</p>			
<p>8. Staff sharing circles</p>	<p>Recommend that Sharing Circles be offered to staff at minimum annually, optimally quarterly. Develop a strategy* to ensure implementation aligns with existing engagement opportunities, for example: the possibility of syncing these sessions with the quarterly new staff orientation schedule.</p> <p>*Include this item in the Internal Culture Strategy being developed (See #3 and #4 above)</p>	<p>Minimal – Approximately \$350-\$500 per session. Annual budget \$1500 per year to start. Can be accommodated within 2023 approved budget.</p> <p>Ongoing costs could be substantial depending on how many sessions will be offered throughout the year moving forward.</p>	<p>2023-ongoing</p>	<ul style="list-style-type: none"> • Human Resources • DEI Table • Staff
<p>9. Convenient [and inclusive] access to staff engagement [such as</p>	<p>Develop internal engagement strategy* to ensure staff across the district are engaged as much as those in Thunder Bay – offer more virtual participation options and hybrid activities, including (but not limited to) staff sharing circles.</p>	<p>Cost could be associated with setting up staff in the district to be able to participate</p>	<p>2023 and beyond (ongoing)</p>	<ul style="list-style-type: none"> • CAO Division • Corporate Services (CS) Division

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sharing circles, focus groups, surveys etc. with virtual and in-person options].	*Include this item in the Internal Culture Strategy being developed (#3 and #4 above)	remotely if not already set up to do so (minimal cost)		<ul style="list-style-type: none"> • Human Resources • Research & Social Policy • DEI Table • Staff
10. Scheduled staff culturally appropriate training.	<p>Cultural awareness and Reconciliation-focused training to be incorporated into mandatory training at onboarding. Working in collaboration with Human Resources and the DEI Table, create a strategy* for offering ongoing learning/unlearning opportunities to foster inclusion as an organization. Include participation feedback to confirm value/keep current with other opportunities as they arise.</p> <p>*Include this item in the Internal Culture Strategy being developed (See #3 and #4 above)</p>	<p>TBD – Could be substantial depending on how many sessions will be offered throughout the year</p> <p>Based on past all-staff training, estimating a minimum of \$10,000 to a maximum of \$15,000.</p>	2023 and beyond	<ul style="list-style-type: none"> • Human Resources • Research & Social Policy • DEI Table
11. Traditions incorporated into everyday TBDSSAB practice	<p>CAO Division to develop a standard process around traditional ceremony, including:</p> <ul style="list-style-type: none"> - Land acknowledgment framework (not a script) that covers what should be covered, as well as by whom and at what types of events/meetings. - Standard process and parameters for Opening & Closing ceremonies for events, as well as honorarium/gifts for Elder/Knowledge Keepers - Standard process and parameters around when smudging is offered (including at properties, for tenants/service recipients) 	Minimal if any	2023 and beyond	<ul style="list-style-type: none"> • CAO Division • Communications • Research & Social Policy • DEI Table

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
	*Include this item in the Internal Culture Strategy being developed (See #3 and #4 above)			
12. Wellness [Cultural] Room for smudging for staff / [service recipients].	<p>Develop a strategy for making necessary upgrades at HQ office to include a safe space that is smudging-friendly, with a proper ventilation system (and particular consideration of allergies/asthma in relation to this room) to support it. Research phase should also include feedback about what the desired space may include, for both service recipients and staff. Further research into options for offering this type of space across the district would also be required. Estimated costs would be included in the proposed 2024 budget.</p> <p>If we proceed – costing to be received from Director Corporate Services/Manager Infrastructure and Asset Management via procurement process.</p>	<p>Substantial budget impact. Estimating a minimum one-time cost of \$150,000 to a maximum of \$200,000 (to be confirmed with further research)</p> <p>Potential funds through external funding application (TBD)</p>	<p>Research: 2023 Implementation: 2024 or later (TBD based on research/costs)</p>	<ul style="list-style-type: none"> • CAO Division • CS Division • Integrated Social Services (ISS) Division • Research & Social Policy • DEI Table
13. Elder in Residence for Staff / Clients.	<p>Discuss potential collaboration with Indigenous community partners. Discuss whether this would be a contracted agreement, colocation of service from an organization with Knowledge Keepers on staff, or other arrangement, and what the cost implications would be.</p> <p>Include as part of an External Partnerships Strategy that will foster connection and engagement with community partners. (See also: #7 above)</p>	<p>TBD – will depend on whether this is achieved via funding agreement or other arrangements</p>	<p>2023 and beyond</p>	<ul style="list-style-type: none"> • CAO Division • CS Division • Human Resources • Communications • Research & Social Policy • DEI Table

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<p>14. Indigenous Art [and Murals]</p>	<p>Short term: Include art as a giveaway with gift cards for service recipient raffles/event prizes. Offer art as a gift to speakers, elders, etc.</p> <p>Medium term: Share an EOI for artists, including co-creation/facilitation, and work with ISS and CS to develop implementation plan.</p> <p>Long term: multi-year, all-division strategy to: 1) create murals across housing portfolio, 2) incorporate art in engagement, programming, etc. (with staff, service recipients, community partners, etc.). Consider partnerships to display art from other organizations, arts groups, etc. at various TBDSSAB buildings, including offices, housing properties, etc. Consult with artists and arts groups about strategies to display art (enclosed in an art case). Consult DEI Table to ensure inclusive approach.</p>	<p>TBD: Cost of murals, depending on how they are implemented, may vary greatly. Further research and the strategy needed to determine what the cost implications would be.</p> <p>Cost of creating specific art case in our locations to be considered.</p>	<p>2023 and beyond</p> <p>Murals in 2024 at the earliest, cost depending.</p>	<ul style="list-style-type: none"> • CAO Division • CS Division • ISS Division • Communications & Engagement • Research & Social Policy • DEI Table
<p>15. Welcoming environment: dress code / tea / time.</p>	<p>Gradual improvements to space, as well as a review of operational practices and their influence on welcoming environment.</p> <p>Short Term:</p> <ul style="list-style-type: none"> • Begin with a review of dress code through an inclusivity and trauma-informed lens with feedback from Human Resources and the DEI Table • Reinstate the play area in the Intake area for families (that was removed due to COVID-19). • Review standard appointment times and expectations/treatment, including definitions of late, cancelations, etc. 	<p>Short term: Minimal to No cost.</p> <p>Long term: cost of supplying tea/equipment required to offer this TBD</p> <p>TBD based on strategy developed.</p>	<p>2023 and beyond</p>	<ul style="list-style-type: none"> • CAO Division • CS Division • ISS Division • Research & Social Policy • Human Resources • DEI Table

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	<p>Longer term:</p> <ul style="list-style-type: none"> • Recommend research and implementation of a strategy to improve quality of interactions with service recipients without it being prescriptive. • Include research and recommendations about the logistics of offering tea/refreshments in a self-serve way (where it would be set up, how it would be maintained/monitored) and budgetary considerations for offering tea/refreshments (including how often snacks could be offered, etc.) to service recipients attending appointments in this strategy. 			
16. Plain language	<p>Administration is in the process of developing a multi-year Plain Language strategy to move to written and verbal plain language for the whole organization. Trauma-informed plain language or interpersonal communication should be part of the project, with consultation with the DEI Table for an equity and inclusion lens.</p> <p>Include this item in the Internal Culture Strategy being developed (#3 and #4 above)</p>	TBD based on strategy developed	<p>Strategy finalized in 2023</p> <p>Begin implementation in early 2024-25</p>	<ul style="list-style-type: none"> • CAO Division • Communications • Human Resources • DEI Table
17. Convenient access to client engagement / sharing circles	Offering sharing circles for service recipients – get feedback from ISS managers, supervisors, and staff to get ideas of what this would look like. Could be as simple as a regular schedule of sharing circles added to resource centres.	Minimal – Approximately \$350-\$500 per session. Budget \$1000 for 2023 to start. Can be accommodated in approved annual budget.	Begin implementation in early 2024	<ul style="list-style-type: none"> • CAO Division • ISS Division • Human Resources • Research & Social Policy • Staff

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18. Wraparound services / Indigenous Partners	<p>Seek feedback from community partners if there is interest in working from our HQ office for services. (e.g.: Mushkiki, Matawa, TBIFC, Kkets, EarlyON Programs, etc.) See if organizations are interested in coming in even a few times a month. Once this is established, develop strategy* for similar partnerships at all offices and/or resource centres/community hubs.</p> <p>Short term: Review current usage and develop a strategy to dedicate lower traffic training/interview room(s) to this purpose.</p> <p>Long term: Consider whether capital funding or renovations are required to better accommodate wraparound services at HQ as well as District offices. (e.g.: Merge a few of the interview rooms if the space is not big enough.)</p> <p>* Include as part of an External Partnerships Strategy (#7, #13 above)</p>	<p>Short term: low cost</p> <p>Long term: TBD, could be significant depending on space implications</p>	<p>Get feedback: 2023</p> <p>Implement: 2024 (ongoing)</p>	<ul style="list-style-type: none"> • CAO Division • ISS Division • CS Division • Human Resources • Research & Social Policy
19. Continued advocacy: Ontario Works and Housing	<p>This recommendation relates to ongoing advocacy by the Board, and that the Board continue advocacy to the province for increases to social assistance rates and for more affordable housing options to house those on our wait list. As social assistance rates are not a new advocacy topic for our organization, consider new strategies and partnerships to make the advocacy as effective as possible.</p>	<p>Minimal.</p> <p>May require travel costs to participate in a meeting with the Minister. Can be accommodated in approved budget.</p>	<p>2023/2024</p>	<ul style="list-style-type: none"> • Board • CAO Division • ISS Division • Research & Social Policy
20. Comfortable atmosphere for client feedback	<p>Include questions related to comfort and Indigenous cultural considerations as standard questions in service recipient surveys moving</p>	<p>No immediate costs.</p>	<p>2023 and beyond</p>	<ul style="list-style-type: none"> • CAO Division • Communications • ISS Division

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	<p>forward. Also, offer the option to complete surveys in-person/verbally and alternate feedback methods for those who do not want to fill out a survey.</p> <p>Include in the Internal Culture Strategy developed in response to Recommendation #3 & 4.</p>	<p>Cost of training internal staff on agreed upon traditional cultural activities or contracting out services.</p>		<ul style="list-style-type: none"> • Research & Social Policy
<p>21. Physical safety in homes</p>	<p>Some of this is being addressed with 2023 budget and approval of new positions. Security Officer position has been approved.</p> <p>With the caveat that we are unable to intervene under HSA / RTA and rely on police intervention, meet with community partners to develop culturally appropriate strategies and increased community presence in housing portfolio. Work together with Indigenous partner organizations to arrange for supports to be available. Further to physical security, the implementation plan(s) from the Security Review could be discussed with Indigenous partners and the DEI Table to ensure it has been considered through an inclusivity lens— including not only an Indigenous lens, but a full inclusivity lens.</p>	<p>No immediate costs.</p> <p>Cost could be incurred through culturally appropriate activities/ strategies held at the housing units.</p>	<p>2023/2024</p>	<ul style="list-style-type: none"> • CS Division (Security) • ISS Division (Housing) • Communications (Engagement partners) • Research & Social Policy
<p>22. Continue engagement / Indigenous partners</p>	<p>It was recommended that an invitation to an in-person action-oriented meeting be initiated once or twice a year. It was also recommended to be transparent with Indigenous partners by holding</p>	<p>Cost of meetings to be incurred</p> <p>Minimal – Approximately</p>	<p>2023 and beyond</p>	<ul style="list-style-type: none"> • CAO Division • Research & Social Policy • Communications

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<p>23. Integrate transparency with Indigenous partners</p>	<p>quarterly meetings to identify barriers and address them collaboratively.</p> <p>*Include this item in the Inclusive Culture Strategy being developed (See #3 and #4 above)</p> <p>Include as part of the External Partnerships Strategy noted above to address both of these recommendations together:</p> <ul style="list-style-type: none"> • Invite Indigenous partner organizations to participate in a Sharing Circle to establish relationships and begin discussions. The Sharing Circle can also include elements of an action-oriented meeting to determine areas where we can work together more collaboratively. • Determine frequency of these meetings/sharing circles at the first meeting. Make it an open invitation; guests are welcome to bring others. Aim for minimum twice a year 	<p>\$350-\$500 per session. Start with \$1000 for 2023 to start. Can be accommodated in current budget.</p>		