



District of Parry Sound Social Services
Administration Board
Strategic Plan, 2021-2026

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Message from the District of Parry Sound Social Services Administration Board Chair and CAO

On behalf of the District of Parry Sound Social Services Administration Board, we are pleased to introduce our 2021-2026 Strategic Plan. The plan sets out the DSSAB's goals over the next five years and offers a roadmap on how we plan to deliver on them. This is the DSSAB's first strategic plan and we are excited to share our ambitions and commitments with the public.

At the heart of the plan is our commitment to supporting a healthy and empowered community. We believe we can do our part by continuing to build towards people-centred, modernized services. The DSSAB invested in a lengthy engagement process that included discussions with key community partners, municipalities, staff, our Board and the general public. As a result of these discussions, we feel the plan reflects the key priorities of our community. We are proud of this approach and thank those who contributed to the creation of this plan.

The process of devising this strategic plan also gave us an opportunity to work with our staff and reflect on some broader organizational questions: our mission, vision, values and goals. These items are important because they give voice to our aspirations as an organization – what we seek to achieve in the long-term and the values we must put into action to carry out our work. They also serve as the foundation of this strategic plan and those to come. That said, while our values will remain constant, we recognize that our plan is a living, breathing roadmap for our organization. Community needs change and new opportunities emerge. To fulfill its mission and remain relevant, the DSSAB must be responsive as an organization and flexible in its plan to address emerging priorities and to achieve the greatest positive impact.

On behalf of the Board, we'd like to thank everyone who participated in the development of this plan. We'd especially like to recognize our DSSAB staff. We thank them for their true passion and commitment to the work we do, and for their involvement in this process – as well as for the efforts that will follow. We look forward to working with all of our partners in the execution of this plan and to support positive outcomes for the people we serve.

Rick Zanussi, Board Chair

Tammy MacKenzie, Chief Administrative Officer



Who We Are and What We Do

The District of Parry Sound Social Services Administration Board (DSSAB) provides vital social services for people in need. It's our role to manage and deliver:

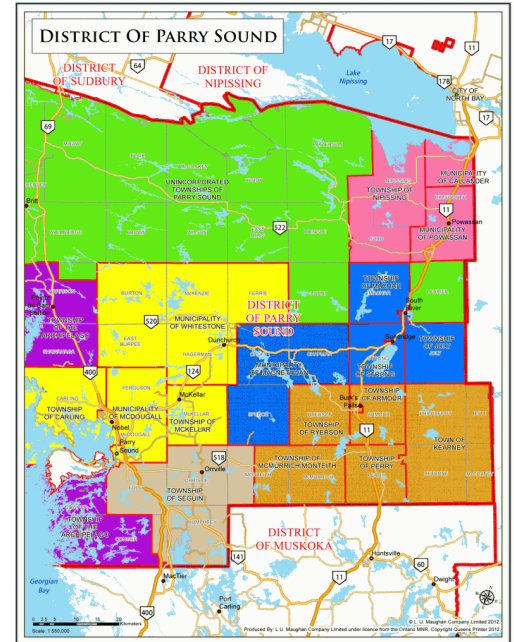
- Affordable housing directly and in collaboration with the district's housing non-profits.
- Programs to address homelessness and violence against women, including the operation and management of a women's shelter.
- Children's Services, including the operation of daycare centres, programs for in home child care, recreational programs, children's developmental programs and child care subsidies.
- Ontario Works for those in the community that are unemployed and seeking employment.

We deliver services to people living in 22 municipalities and two unincorporated areas within the District of Parry Sound.

Township of Seguin
 Town of Parry Sound
 Township of The Archipelago
 Township of Carling
 Municipality of Whitestone
 Municipality of McDougall
 Township of McKellar
 Town of Kearney
 Village of Burk's Falls
 Township of Armour

Township of McMurrich/Monteith
 Village of South River
 Village of Sundridge
 Township of Joly
 Township of Machar
 Township of Strong
 Municipality of Magnetawan
 Municipality of Powassan
 Corporation of the Municipality of Callander

Township of Perry
 Township of Ryerson
 Township of Nipissing



Our Mission

To foster healthier communities by economically providing caring human services that empower and enable the people we serve to improve their quality of life.

Our Vision

A community where people know they are valued, belong and have opportunity and purpose.

Our Goals

Life Stabilization | Maximize Assets | Demonstrate Value

Our Values

 <p>Kind We are patient, understanding, caring, compassionate and trauma-informed.</p>	 <p>Respectful Our interactions with all people are sincere, considerate and without prejudice.</p>	 <p>Inclusive We embrace the personal values, beliefs, and cultural practices of the people we support.</p>
 <p>Integrity We are honest, transparent and equitable, recognizing the public trust that is placed in us.</p>	 <p>Collaborative We work as a team with our colleagues, community partners and the people we serve to achieve the best outcomes.</p>	 <p>Dependable We can be relied on to deliver our services in a consistent, coordinated and professional manner.</p>

Strategic Plan Engagement Strategy

The goal of the District of Parry Sound Social Services Administration Board is to serve our communities. We understand that the best way to do this is by working together with our staff and board, our community partners, our area municipalities and the general public. To this end, over the course of the summer of 2021, we consulted with each via group engagement sessions, individual interviews, and online surveys.

Our key goal for the development of the Strategic Plan was to gather insights from as many community voices as possible. To achieve this, we employed the following tactics:

- **Local media outreach to support public awareness:** The DSSAB earned coverage about the consultations and the availability of the public survey with stories in the *North Bay Nugget*, the *Parry Sound North Star*, *RadioWorkz Parry Sound*, *My Parry Sound Now* (103.3 Moose FM) and www.parrysound.com.
- **Using the DSSAB website and Facebook page to raise awareness and provide access to the online survey:** We used our online presence to raise awareness of its consultations to visitors and make the public survey available. Social media posts were also shared with local municipalities and community partners to be shared on their social networks.



- Outreach to municipalities:** We reached out to our municipal partners requesting their assistance to raise awareness of the consultations in their local communities. We supplied them with printable posters and surveys for their newsletters, websites, and to have on hand for the public at municipal offices. We also developed and distributed a survey specifically for municipal Chief Administrative Officers.
- DSSAB board discussion and interviews:** We organized two virtual discussions with the entire board and individual interviews with board members were conducted.
- Outreach to key stakeholders:** We made a concerted effort to engage all 39 of our partner organizations to gather their insights. This included partner organizations focused on supports for Indigenous communities, public health, employment, education, food security, literacy, immigration, victim assistance and other community support services. Specific business units from the provincial and federal levels of government were also engaged. Representatives from these organizations were invited to participate in facilitated discussions via video conference with individual sessions for East and West Parry Sound groups.
- Outreach to staff:** To create a high level of awareness among staff, the DSSAB had several stories in *The District* (internal newsletter) and memos from the CAO. We then organized facilitated discussions via video conference at the leadership, supervisor and staff level. We also issued a staff survey to obtain further information and more detailed insights. Surveys were submitted anonymously.

“Try to achieve your goals through contributions to local organizations that are in the municipalities.”

“Don’t be afraid of innovation.”

“We need services that rely less on income and more on community.”

“Think about programs and service offerings as if you were in the shoes of the people accessing it.”

“We need emergency housing programs for families, especially single parents”

“Keep doing what you’re doing and expand in high needs areas as funding allows”

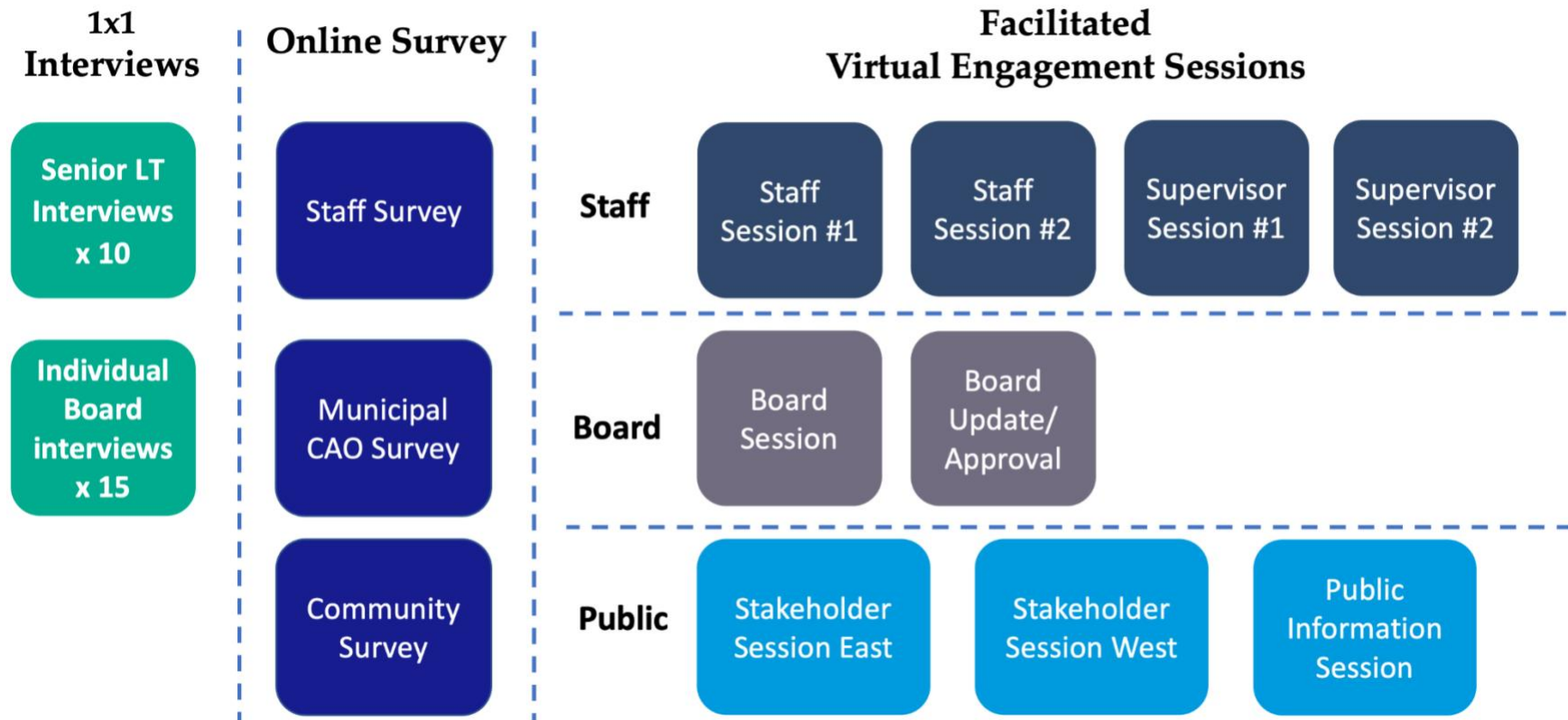
To obtain candid and honest feedback and to ensure the objectivity of the process, the DSSAB engaged an external consultant team from the Housing Services Corporation (HSC) to facilitate the work, handle the survey results and assist with the development of the plan. HSC is a non-profit that works with municipalities and social services organizations across Ontario.

As a result of our outreach efforts, we obtained feedback from:

- 132 staff participated through the virtual sessions and/or submitted surveys (77% response rate)
- 20/22 municipal CAOs responded to their survey
- 106 members of the public submitted feedback via the community survey
- 30 community partner organizations in East and West Parry Sound participated in our virtual consultation sessions
- 15/15 of the DSSAB board

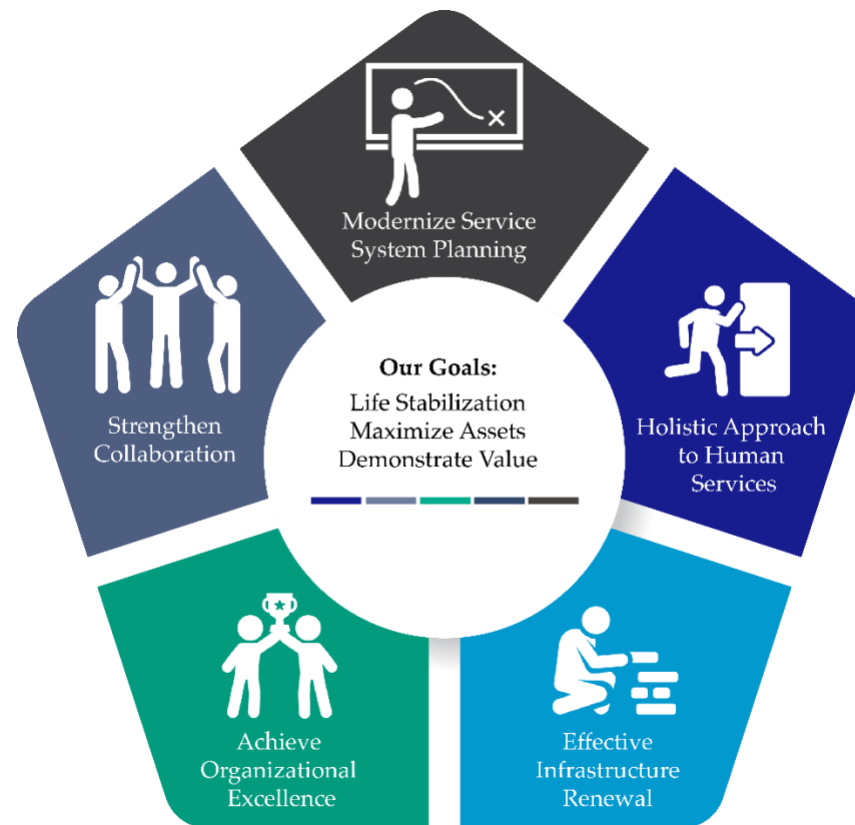
We would like to thank all of those who gave their time to provide valuable feedback on how the DSSAB can best meet our community's needs. Their input has played an important role in shaping this strategic plan.

Engagement Sessions at a Glance



Achieving Our Aspirations



To reflect the DSSAB's mission and vision and to realize its goals, we plan to focus on five broad strategic directions from 2021 to 2026.



These directions serve as the basis for the objectives and actions we will undertake over the next five years.

Summary of Goals

Over the next five years, the DSSAB plans to focus on three key goals. These goals drive our strategic directions and are consistent with our mission, vision, and values:

 <p>Life Stabilization People-centric and collaborative approach to delivering programs and services.</p>	 <p>Maximize Assets Capitalize on staff, expertise, buildings, systems and partnerships.</p>	 <p>Demonstrate Value Showcase our impact through data and information.</p>
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The section that follows outlines our key outcomes for each strategic direction.

Summary of Key Outcomes

Strategic Direction #1: Modernize Service System Planning

- Improve digital and electronic access to programs and services
- Put in place technology that enables people to have better access to services and supports
- Use Information Technology to streamline internal processes, improve data quality and support data sharing across departments
- Transform business practices to support more responsive delivery based on outcomes
- Explore creative options to offer and support enhanced or expanded programs and services

Strategic Direction #2: Strengthen Collaboration

- Work together with partners to balance local priorities with operational and financial realities
- Incorporate Indigenous Truth and Reconciliation guiding principles and practices in the engagement, development and delivery of programs and services
- Work with community health organizations to better integrate health supports into the services we offer

Strategic Direction #3: Holistic Approach to Human Services

- Continue to promote integration between internal and external program/service areas and support the implementation of a single window access to human services
- Focus on a five-year housing stability and homelessness reduction and stabilization strategy for chronically homeless, low - moderate income, individuals and households, including youth, seniors, victims of violence, Indigenous, and lone parent families (i.e., vulnerable groups)
- Pursue opportunities to pilot innovative programs and services that support life stabilization of residents
- Demonstrate a commitment to service delivery that is based on inclusive and culturally appropriate practices and processes respectful of the diversity of the residents in the district

Strategic Direction #4: Effective Infrastructure Renewal

- Assess all DSSAB assets; including housing, child care, and public sites
- Develop a housing priority plan that outlines options to support core need households, including repurposing existing infrastructure and building new financially assisted housing
- Work with the municipal, private, public and non-profit sectors to use available infrastructure to better meet community needs

Strategic Direction #5: Achieve Organizational Excellence

- Use program statistics and performance indicators to demonstrate program and service outcomes and help decision-making
- Build a culture of employee engagement, training, and collaboration
- Improve communications with various stakeholders and local media
- Ensure that the DSSAB is consistent, accountable, and efficient by reviewing business practices and processes
- Continue to meet our legislative and regulatory obligations
- Effectively balance service priorities and financial resources with DSSAB corporate strategic goals

Putting Our Plan Into Action

This Strategic Plan is a foundational document that outlines the DSSAB's identity and aspirations. It communicates to the DSSAB's partners and community members across the District our commitment to achieving the vision we have set forth.

The DSSAB will concentrate its efforts on the realization of five strategic directions, which are broken down into a series of key outcomes. The resulting projects and initiatives will be determined annually and guided by staff in consultation with the Board. While the DSSAB needs to ensure it is on track to meet the goals in its plan, it must also remain responsive to external factors – such as changes in community needs and priorities and new opportunities. To help support this, the plan will be reviewed annually by the DSSAB Board and staff. In addition, the Board will remain tuned into our progress by receiving a progress update mid-year from the CAO. The annual and semi-annual review process will guide amendments that will need to be made to our Plan to address emerging priorities, to assess resource allocation of plan items, and to better guide the development of staff operational plans.

Finally, we believe it is important to maintain communication with the public and our stakeholders about our achievements. Over the next five years we will share and celebrate our successes and those of our partners. We will continue the conversations started through this process and build on the strong relationships that we have established and sustained to support our goals: Life Stabilization, Maximize Assets and Demonstrate Value.

Staying Informed

- Visit our website at www.psdssab.org
- Go to our Facebook page at facebook.com/PSDSSAB
- Contact us by phone at 705-746-7777 or 1-800-461-4464 (Français)
- Email us at strategicplan@psdssab.org

District of Parry Sound



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