



BOARD REPORT

REPORT No.: 2025-07

MEETING DATE: FEBRUARY 20, 2025

SUBJECT: 2024-27 STRATEGIC PLAN – FOURTH QUARTER UPDATE

RECOMMENDATION

THAT with respect to Report No. 2025-07 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – Fourth Quarter Update for information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the quarterly progress update on the 2024-27 Strategic Plan (the Plan).

BACKGROUND

The Board approved the Plan on December 14, 2024 by Resolution No. 23/104. A Report is to be presented by the Chief Executive Officer within 60 days of the end of each quarter to identify the previous quarter's progress in achieving the strategic directives.

COMMENTS

The Plan includes three strategic directions: Culture, Compassion, and Excellence. Within these strategic directions are six strategies and 41 objectives. Administration's goal is to complete 90% of the objectives from the 2024-27 Plan by December 31, 2027.

As of December 31, 2024, the overall progress on the 2024-27 strategic plan is 40%.

Table 1 and Table 2 below summarize the progress made to December 31, 2024.

Table 1: Strategic Plan 2024-27 Progress Summary as of December 31, 2024

Strategic Direction	Strategies	# Objectives	# Completed	# Underway	% Progress
Culture	1: Sustaining our Internal Knowledge Base	6	3	3	63%
	2: Fostering an Engaged and Collaborative Culture	7	2	2	44%
Compassion	3: Humanizing Human Services	8	2	2	22%
	4: Encouraging Advocacy & Awareness	9	2	5	37%
Excellence	5: Fostering Innovation and Progress	6	0	2	27%
	6: Promoting Reconciliation & Inclusion	5	2	1	46%
	Summary	41 Objectives	11 Completed	15 Underway	40% Progress

Table 2: Updates on Objectives

Objectives	Notes	Progress (%)
STRATEGY 1: Sustaining our Internal Knowledge Base		
1.1 Develop an organization-wide knowledge sharing and transfer plan.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.2 Plan and implement a schedule for annual cross-departmental staff team building and information sharing opportunities.	Reported complete in 2024-Q2: RPT 2024-32	100%
1.3 Implement knowledge sharing and transfer plan.	In planning stage. On track for 2025 implementation.	25%
1.4 Implement values-based hiring.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.5 Each department hosts an information sharing session.	In planning stage. On track for 2025 implementation.	25%
1.6 Information about 50% of unique job classifications is spotlighted and shared with appropriate audiences.	Staff spotlights will be included in monthly internal newsletter starting in 2025.	30%
STRATEGY 2: Fostering an Engaged and Collaborative Culture		
2.1 Conduct a staff engagement survey.	Reported complete in 2024-Q3: RPT 2024-47	100%
2.2 Engage with staff to determine preferred communication for organizational/system change.	Team-direct communication planned for 2025 Q1.	80%
2.3 Develop a transition plan with staff input related to social assistance modernization.	Transition plan and training completed in Q4.	100%

2.4 Implement a plan for staff engagement based on survey results.	In planning stage.	25%
STRATEGY 3: Humanizing Human Services		
3.1 Review current engagement strategies and develop a plan to increase feedback from staff and people with lived and living experience (PWLLE) to inform advocacy and anti-stigma initiatives.	Strategy developed via CEO Division, Communications & Engagement, and ISS team. Will be implemented in 2025.	100%
3.2 Establish baseline data related to how many service recipients [could benefit from] mental health and addictions services.	Research into existing data sources is complete. Further progress toward this objective is on hold pending more information about TBDSSAB's role in the Hart Hub project and its impact on data collection.	50%
3.3 Develop a research plan for an anti-stigma research initiative and awareness campaign in consultation with staff and PWLLE.	Strategy for how to approach consultation and planning process has been drafted.	25%
STRATEGY 4: Encouraging Advocacy & Awareness		
4.1 Review service recipient surveys for plain language.	Plain language framework in use and piloted on tenant survey in 2024. Plan developed to implement this across the organization in 2025.	100%
4.2 Plan public education and awareness campaign related to child care and early years (CCEY) service system.	Plan developed for implementation in 2025.	100%
4.3 Board advocates for more community policing.	Meetings held between CEO and Chief of TBPS for ongoing collaboration between the police and administration. Opportunities for Board-level advocacy to be determined.	50%

4.4 Develop a strategy for information sharing tactics to complement position papers and increase awareness.	Communications Strategy updated to include Awareness of TBDSSAB programs and service systems as a key priority for 2025. ISS Division in early stages of developing a Research Community of Practice to increase information sharing and knowledge translation opportunities.	55%
4.7 Hold four information sharing events for targeted stakeholder audiences to increase awareness of TBDSSAB's role in the community.	Information sharing sessions being planned for Q1 & Q2 of 2025, ahead of schedule.	30%
STRATEGY 5: Fostering Innovation and Progress		
5.1 Assess organizational knowledge of Performance Based Budgeting and outcomes and develop continuous improvement plan.	Continuous Improvement Plan in progress. Recommendations to be finalized in 2025.	80%
5.2 Assess current data collection to align data practices with our strategic goals.	Data collection practices have been assessed based on strategic goals and reporting requirements. Changes to reporting requirements by funders in 2024 led to both delays and opportunities to streamline internal processes. Ongoing / In Progress.	80%
STRATEGY 6: Promoting Reconciliation & Inclusion		
6.1 All staff training in unconscious bias and microaggressions.	Diversity, Equity, Inclusion, and Belonging training offered to all staff in Q3 with Q4 completion deadline. Completed.	100%
6.2 Board education about reconciliation.	Sharing circle and training held in December 2024. Complete.	100%
6.3 Conduct a Diversity Equity and Inclusion (DEI) survey to gauge organizational DEI priorities,	DEI Table determined survey objectives in Q4 2024. On track to implement survey in 2025.	30%

including long-term staff education needs		
---	--	--

STRATEGIC PLAN IMPACT

This Report summarizes progress made toward the 2024-27 Strategic Plan objectives.

FINANCIAL IMPLICATIONS


There are no financial implications related to this Report.

CONCLUSION

It is concluded that the quarterly strategic plan update should be received as presented.

REFERENCE MATERIALS

None

PREPARED BY:	Carole Lem, Communications & Engagement Officer
SIGNATURE	
APPROVED BY	Ken Ranta, Chief Executive Officer
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer