



	REPORT No.: 2021-03
MEETING DATE: FEBRUARY 18, 2021	DATE PREPARED: FEBRUARY 1, 2021
SUBJECT: STRATEGIC PLAN 2023 QUARTERLY UPDATE – 4TH QUARTER 2020	

RECOMMENDATION

THAT with respect to Report No. 2021-03 (CAO Division), we, The District of Thunder Bay Social Services Administration Board receive the Strategic Plan 2023 Quarterly Update – 4th Quarter 2020.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the quarterly update on the Strategic Plan 2023 progress as at December 31, 2020.

BACKGROUND

The Board approved Strategic Plan 2023 (the Plan) on October 17, 2019 by Resolution 19/94. As per Board consensus, a Report is to be presented by the Chief Administrative Officer within 60 days of each quarter-end, during the term of the Plan, to identify the progress made in the previous year. This update covers the 4th quarter (October-December) of 2020.

COMMENTS

The Strategic Plan includes 47 total Objectives under 9 Strategic Directions for 2020-2023. The attached table outlines the progress on the 15 Objectives identified for 2020. This report has been prepared to outline the progress made in the 4th quarter of 2020.

FINANCIAL IMPLICATIONS



There are no financial implications resulting from this report.

CONCLUSION

It is concluded that there has been moderate progress made on the 2023 Plan Objectives in the fourth quarter of 2020.

REFERENCE MATERIALS ATTACHED

Attachment #1 – [TBDSSAB Strategic Plan 2023 – Progress Report as at December 31, 2020](#)

PREPARED BY:	Carole Lem, Communications & Engagement Officer 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: Strengthen responsive internal/external communication		
Objective	Status	Notes
1) “Most relevant/most used” client communication formats determined	Significant Progress 75%	<ul style="list-style-type: none"> • Delays due to COVID-19 and staff changes. • Modifications have been made to tenant communications, including a redesign of tenant newsletter and changes made to Tenant Handbook for accessibility considerations. • Process for one-way email communication with clients implemented in Q4. Updates to policy & procedure for client communication scheduled for Q1 2021. • A review of the website and improvements to navigation for client audiences deferred to Q1-2021.
2) 100% increase in social media followers	In Progress 39%	<p>2020 growth (as of Dec 31) is 39% on average across platforms. The deadline for achieving this goal has been extended to March 31, 2021 due to COVID-19 and staff changes.</p> <p>Increase in 2020 by platform:</p> <ul style="list-style-type: none"> • Facebook: 22% increase • LinkedIn: 85% increase • Instagram: 32% increase • Twitter: 18% increase

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Strategic Direction 2: Develop Staff Skills		
Objective	Status	Notes
6) Training plan from gap analysis	In Progress 75%	Delays due to COVID-19. Deadline extended to March 31, 2021. Gap analysis template and plan in progress. Survey scheduled for Q1-2021.

Strategic Direction 3: Maximize use of technological equity across communities		
Objective	Status	Notes
10) A pilot centre for tenant and client training for computer and IT	Significant Progress 90%	Installation and set-up of Technology Hubs at Limbrick, Trillium and Windsor were fully completed by December 2020, except for desks on backorder for Limbrick Resource Centre. Nearly complete.
11) Tenant and client surveys on technology availability and use	Complete 100%	5,000 surveys were sent out. Analysis complete and provided to CAO for review.

Strategic Direction 4: Broaden Employment Services		
Objective	Status	Notes
16) Review of tools on client's strengths, areas for growth, challenges and barriers	Complete 100%	Completed customization of new software (Clark tool). An engagement session was held in July with Caseworkers. Training package and procedure have been implemented. Program is complete.
17) 300 unique placements	Complete	Due to COVID community/employment placements were limited. Despite this, we reached 277 unique placements

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	100%	as of December 31. Given the limitations for placements due to COVID-19, the goal has been reached.
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Strategic Direction 5: Enhance Indigenous awareness and relations

Objective	Status	Notes
23) Situation analysis research on bureaucratic colonial system challenges with inclusion/partnership with community members	Delayed	Delayed due to COVID-19. Has been deferred to Q2 of 2021.

Strategic Direction 6: Involve and empower effective community partnerships

Objective	Status	Notes
27) 100 new partnership housing units	In Progress	<u>44 new units in 2020</u> <ul style="list-style-type: none"> • 6 modified units at McIvor Court • 10 new rent supplement units • 8 units – Matawa Non-profit Housing Corporation • 20 units - Salvation Army Journey to Life Centre

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<p>28) 10 community stakeholder information sharing sessions</p>	<p>Complete 100%</p>	<p>Stakeholder information sessions are ongoing, with 10 sessions held to date with the following stakeholders:</p> <ol style="list-style-type: none"> 1. Presentation on the role of TBDSSAB and how to work with housing to the Core Housing Justice and Mental Health Working Group 2. Presentation on the TBDSSAB High Needs Homeless program to the Housing and Homelessness Coalition 3. Presentation on the TBDSSAB High Needs Homeless program to Thunder Bay Regional Health Sciences Centre (TBRHSC) 4. Participation in North Superior Workforce Planning Board (NSWPB): electronic information board to share information on our services 5. Child Care and Early Years (CCEY) engagement with all 30 centres to review provincial operational guidance document, to provide clarity on operational changes. 6. (CCEY) Staff training sessions with Indigenous child care and EarlyON centres 7. CCEY Presentation to Confederation College Early Childhood Education students 8. Presentation on the Rent-Geared-to-Income (RGI) housing application and waitlist to: Wequedong Lodge, Non-Insured Health Benefits, and TBRHSC staff
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		<p>9. Housing Presentation to Lutheran Community Care Centre and supportive service agencies</p> <p>10. Community Homelessness Advisory Table presentation on RGI, housing waitlist, and High Needs Homeless</p>
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Strategic Direction 7: Improve processes for change		
Objective	Status	Notes
33) A formalized process for process reviews	Complete 100%	Process Review Lead was hired in July 2020. Administrative Policy & Procedure completed. Completed 2 process reviews in 2020.
34) Priorities framework for processes		

Strategic Direction 8: Develop realistic outcome measures		
Objective	Status	Notes
39) Policy framework for the collection and reporting of outcome measures	In Progress 50%	Started in June and was put on hold due to completion of COVID-19 Reopening Plan. Policy framework provided to CAO for review in 2020. Completion deadline has been deferred to Q2 of 2021.

Strategic Direction 9: Advocate for our local, flexible solutions		
Objective	Status	Notes

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41) Advocacy policy	In Progress 50%	Draft Advocacy Policy reviewed in Q4 2020, with amendments scheduled for Q1-2021. Expect a draft policy to be presented to the Board in April of 2021.
42) 3 position papers	Complete 100%	<p>A total of 7 position papers were prepared in 2020.</p> <p>3 position papers presented to Ministers during the 2020 Association of Municipalities of Ontario conference all focused on advocacy efforts:</p> <ol style="list-style-type: none"> 1) Coordination of Ontario and federal homeless prevention funding 2) Mobile devices for vulnerable populations 3) Ontario Works program delivery funding <p>4 position papers prepared for delegations with Ministers at the 2021 Rural Ontario Municipal Association conference all focused on advocacy efforts:</p> <ol style="list-style-type: none"> 1) Technology access for vulnerable populations 2) Supportive housing needs 3) CCEY administration funding reductions 4) Impacts of rent-freeze on service managers