



	REPORT No.: 2021-18
MEETING DATE: MAY 20, 2021	DATE PREPARED: MAY 6, 2021
SUBJECT: 2023 STRATEGIC PLAN – 2021 FIRST QUARTER UPDATE	

RECOMMENDATION

THAT with respect to Report No. 2021-18 (CAO Division), we, The District of Thunder Bay Social Services Administration Board receive the 2023 Strategic Plan – 2021 First Quarter Update for information only.

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 March 31, 2021.

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 1st quarter of 2021.

COMMENTS

The Strategic Plan includes 47 total Objectives under 9 Strategic Directions for 2020-2023. The attached table outlines the progress on objectives continued from 2020 and early 2021. This report has been prepared to outline the progress made in the 1st quarter of 2021.

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 Strategic Plan objectives in the first quarter of 2021.

REFERENCE MATERIALS ATTACHED

Attachment #1 [TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2021](#)

PREPARED BY:	Carole Lem, Communications & Engagement 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

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2021

Strategic Direction 1: Strengthen responsive internal/external communication		
Objective	Status	Notes
1) “Most relevant/most used” client communication formats determined	Significant Progress 75%	A review of the website and improvements to navigation for client audiences scheduled for Q2 through Q4 2021. Target completion date deferred to Q4 of 2021.
2) 100% increase in social media followers	Significant Progress 50%	As of March 31, average growth in followers is 48%, with average engagement across platforms more than doubled since 2020. A new social media strategy was approved in Q1. The target completion date for this objective has been extended to Q4 of 2021 while the strategy is implemented. Moving forward, engagement rates will be reported along with follower counts to better reflect our reach.

Strategic Direction 2: Develop Staff Skills		
Objective	Status	Notes
6) Training plan from gap analysis	In Progress 75%	Gap analysis template and plan in progress. Staff training needs survey finalized and distributed to all staff, pending completion in Q2.

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 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	In Progress 90%	Nearly complete. Items continue to be on backorder to complete computer installation at resource centres. Grand opening/media launch to be planned for post-lockdown.
12) Advocacy activities for broadband service in Thunder Bay district	In Progress 80%	Board delegation at Rural Ontario Municipal Association conference in January 2021 included an advocacy paper for broadband access. Through Mental Health and Addiction funding, TBDSSAB initiated a laptop lending program and distributed 200 cell phones to assist with accessing resources for mental health and addictions.
13) Internal paperless process for client and tenant files	In progress – ahead of schedule 60%	Progress made toward electronic document management across programs.

Strategic Direction 4: Broaden Employment Services		
Objective	Status	Notes
18) Employment services in designated locations including housing buildings	In Progress 75%	Employment services hubs set up in tenant resource centres. Programming on hold during lockdown.
19) 500 unique placements in 2021	In progress 29%	Unique placements to date: 143. Impacts of COVID and provincial lockdown orders have limited placement opportunities in Q1.

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2021

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 Q3 of 2021.

Strategic Direction 6: Involve and empower effective community partnerships		
Objective	Status	Notes
27) 100 new partnership housing units in 2020	In Progress	<p>Deadline extended to 2021. Some construction plans delayed due to increase in materials costing due to COVID.</p> <p>44 new units in 2020</p> <ul style="list-style-type: none"> • 6 modified units at Mclvor Court • 10 new rent supplement units • 8 units with Matawa • 20 units Salvation Army Journey to Life Centre

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2021

<p>29) 10 community stakeholder information sessions in 2021</p>	<p>In Progress</p> <p>90%</p>	<p>9 community stakeholder information sessions held to date:</p> <ol style="list-style-type: none"> 1. City of Thunder Bay Indigenous Elders Table: presentation about Indigenous relations at TBDSSAB 2. Warm Places for Winter group: presentation about housing and homelessness prevention 3. Situation Tables in Nipigon, Marathon, Thunder Bay: presentation about housing programs 4. Lakehead University Social Welfare Panel: presentation about programs and services to undergraduate social work students 5. Children’s Aid Society Infant Emergency Response Group 6. Housing Coalition: Community Homelessness Prevention Initiative Food Security update 7. Community Links: presentation about housing programs 8. Coordinated Housing Access Table/Outreach Committees: presentation about programs and services 9. Child Care and Early Years: Emergency child care planning meeting
--	-------------------------------	--

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2021

Strategic Direction 7: Improve processes for change		
Objective	Status	Notes
36) One process review per division	In Progress 67%	Two process reviews completed for the Integrated Social Services Division and one joint process review completed for the Corporate Services and the Integrated Social Services Divisions

Strategic Direction 8: Develop realistic outcome measures		
Objective	Status	Notes
39) Policy framework for the collection and reporting of outcome measures	In Progress 75%	Meeting held in February 2021 to review draft framework. Pending final review and approval.
40) Comprehensive report developed of the locally established outcome measures	In Progress 25%	Planning meetings held to determine outcome measures, targets, and reporting mechanisms. Each division has undertaken a measurement project. Analysis and reporting will continue in Q2.

Strategic Direction 9: Advocate for our local, flexible solutions		
Objective	Status	Notes
41) Advocacy policy	In Progress 50%	Draft Advocacy Policy is under development and is scheduled to be presented to the Board in June of 2021.