



	REPORT No.: 2021-41
MEETING DATE: SEPTEMBER 16, 2021	DATE PREPARED: SEPTEMBER 1, 2021
SUBJECT: 2023 STRATEGIC PLAN – 2021 SECOND QUARTER UPDATE	

RECOMMENDATION

THAT with respect to Report No. 2021-41 (CAO Division), we, The District of Thunder Bay Social Services Administration Board receive the 2023 Strategic Plan – 2021 Second 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 June 30, 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 2nd 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 in progress or completed this quarter, carried over from 2020 and 2021. This report has been prepared to outline the progress made in the 2nd 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 second quarter of 2021.

REFERENCE MATERIALS ATTACHED




Attachment #1 [TBDSSAB Strategic Plan 2023 – Progress Report as at June 30, 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 June 30, 2021

Overview

Legend: ▶ In Progress ✓ Complete

Strategic Direction #1: Investment									40%
Strategy 1: Strengthen responsive internal/external communication	Strategy 2: Develop Staff Skills	Strategy 3: Maximize use of technological equity across communities							
Objectives: 1 2 3 4 5 ▶ ▶ ▶	Objectives: 6 7 8 9 ▶	Objectives: 10 11 12 13 14 15 ✓ ✓ ✓ ✓							
Strategic Direction #2: Partnerships									40%
Strategy 4: Broaden employment services	Strategy 5: Enhance Indigenous awareness and relations	Strategy 6: Involve and empower effective community partnerships							
Objectives: 16 17 18 19 20 21 22 ✓ ✓ ▶ ▶	Objectives: 23 24 25 26 ▶ ▶	Objectives: 27 28 29 30 31 32 ▶ ✓ ✓							
Strategic Direction #3: Advocacy									50%
Strategy 7: Improve processes for change	Strategy 8: Develop realistic outcome measures	Strategy 9: Advocate for our local, flexible solutions							
Objectives: 33 34 35 36 37 38 ✓ ✓ ▶ ▶ ✓	Objectives: 39 40 ▶ ▶	Objectives: 41 42 43 44 45 46 47 ✓ ✓ ▶ ✓							

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Progress Report: June 30, 2021

Strategic Direction 1: Strengthen responsive internal/external communication		
Objective	Status	Notes
1) “Most relevant/most used” client communication formats determined	In Progress 75%	A review of the website and improvements to navigation for client audiences deferred to Q4 2021 - Q2 2022.
2) 100% increase in social media followers	In Progress 50%	As of June 30, growth in followers is 67% across all platforms since 2019, with an 83% increase in engagement across platforms compared to 2020 (engagement data is unavailable for 2019).
3) All department strategy for 2-way communication	In Progress 25%	A planning meeting was held in Q2, resulting in a New Staff Orientation schedule being implemented. Additional plans for improved two-way communication will be developed in Q3.

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 results are in review. Will identify training needs at individual, department, and organization levels.

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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	Completed 100%	Technology hubs to be opened in Q3.
12) Advocacy activities for broadband service in Thunder Bay district.	Completed 100%	Advocacy papers for broadband/network access were prepared for ROMA 2021 conference in January, as well as the AMO 2021 conference in August. 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. A survey went out to all cell phone recipients in June and will be included in the Q3 report.
13) Internal paperless process for client and tenant files.	Completed 100%	Significant progress made toward electronic document management across program areas. All active files are paperless. Also looking into a paperless process for incoming housing applications.

Strategic Direction 4: Broaden Employment Services		
Objective	Status	Notes
18) Employment services in designated locations including housing buildings	In Progress 90%	Employment services hubs set up in tenant resource centres. Programming will be offered in fall 2021.
19) 500 unique placements in 2021	In progress 41%	Unique placements as of June 2021: 208

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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	In Progress 25%	Delayed due to COVID-19. Meetings scheduled with Indigenous-led consultant organizations to assist in developing/informing our plan. Completion is deferred to Q4 of 2021.
24) 5 Board-to-Board formal relationships with Indigenous organizations	In Progress 25%	Delayed due to COVID-19. Meetings scheduled with Indigenous-led consultant organizations to advise on how to respectfully begin developing these relationships. Completion is deferred to Q4 of 2021.

Strategic Direction 6: Involve and empower effective community partnerships		
Objective	Status	Notes
27) 100 new partnership housing units in 2020	In Progress 44%	Deadline extended to Q4 2021. Significant delay due to COVID-19. 44 new units in 2020 <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

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<p>29) 10 community stakeholder information sessions in 2021</p>	<p>Completed 100%</p>	<p>10 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 shelter system 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 10. Kinna Aweya legal clinic: presentation about Centralized Intake
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Strategic Direction 7: Improve processes for change		
Objective	Status	Notes
35) Internal, cross-functional, service system planning table with quarterly meetings	In Progress 50%	Three meetings have been held so far, with additional activities still planned.
36) One process review per division	In Progress 75%	Many process reviews have been completed. Many are cross-departmental and ongoing.
37) Process review report	Completed 100%	An information-only report will be presented at the September Board meeting.

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 60%	Outcome measures, targets, and reporting mechanisms have been determined. Each division has undertaken a measurement project. Results will be evaluated, with plans for a year-end report.

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Strategic Direction 9: Advocate for our local, flexible solutions		
Objective	Status	Notes
41) Advocacy policy	Completed 100%	Draft Advocacy Policy to be presented to the Board in September of 2021.
43) 2 non-business Board meetings to learn about and discuss local solutions and opportunities.	In progress 25%	Delayed due to COVID-19. Scheduled sessions have been deferred to Q3.
44) 3 position papers	Completed 100%	Four position papers drafted for AMO 2021 conference, to be approved at July Board meeting.