



**THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD**

BOARD REPORT

REPORT No.: 2022-36

MEETING DATE: MAY 19, 2022

SUBJECT: 2023 STRATEGIC PLAN – 2022 FIRST QUARTER UPDATE

RECOMMENDATION

THAT with respect to Report No. 2022-36 (Chief Administrative Officer Division), we, The District of Thunder Bay Social Services Administration Board, receive the 2023 Strategic Plan – 2022 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 (the Plan) progress as at March 31, 2022.

BACKGROUND

The Board approved Strategic Plan 2023 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 first quarter of 2022.

COMMENTS

The Strategic Plan includes 9 Strategies and 47 total Objectives under 3 Strategic Directions for 2020-2023. The attached table outlines the progress on objectives in progress or completed this quarter, including items carried over from 2020. This Report has been prepared to outline the progress made in the fourth quarter of 2021. As of March 31, 2022, the overall progress on the 2020-2023 strategic plan is 66%.

1. Strategic Direction #1: Investment – 69% progress
There are 3 strategies and 15 total objectives under Strategic Direction 1. Of those 15 objectives, 7 objectives have been completed and 6 are in progress.

2. Strategic Direction #2: Partnerships – 52% progress
There are 3 strategies and 17 total objectives under Strategic Direction 2. Of those 17 objectives, 6 have been completed and 7 are in progress.
3. Strategic Direction #3: Advocacy – 78% progress
There are 3 strategies and 15 total objectives under Strategic Direction 2. Of those 15 objectives, 10 have been completed and 4 are in progress.

STRATEGIC PLAN IMPACT

This Report summarizes progress made toward the 2023 Strategic Plan objectives.

FINANCIAL IMPLICATIONS



There are no financial implications related to this Report.

CONCLUSION

It is concluded that there has been significant progress made on the 2023 Strategic Plan objectives in the first quarter of 2022.

REFERENCE MATERIALS




Attachment #1 [TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2022](#)

PREPARED BY:	Carole Lem, Communications & Engagement Officer
SIGNATURE	
APPROVED BY	William (Bill) Bradica, Chief Administrative Officer
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2022

Overview: 66% progress

Legend: ▶ In Progress ✓ Complete/Objective Met ■ Objective not met

STRATEGIC DIRECTION #1: Investment									69%
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									52%
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									78%
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 ✓ ✓ ▶ ✓ ✓ ▶							

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2022

Progress Report: March 31, 2022

Strategy 1: Strengthen responsive internal/external communication		
Objective	Status	Notes
2) 100% increase in social media followers (2020)	Complete 100%	As of March 31, growth in followers is 110% across all platforms since 2019, with a 153% increase in engagement across all platforms this quarter compared to 2020. Objective is complete.
3) All department strategy for 2-way communication (2021)	In Progress 75%	A strategy for improved two-way communication was approved in Q4. Data collection and staff engagement activities to inform an implementation plan will start in Q2, in partnership with Information Services and all departments. With delays due to staff changes, implementation and evaluation deferred to Q4 of 2022.
5) Brand awareness evaluation (2023)	In Progress 15%	Brand awareness questions are included in relevant surveys to collect baseline data for the brand awareness evaluation, scheduled for 2023.

Strategy 2: Develop Staff Skills		
Objective	Status	Notes
7) One cross-departmental team and training session completed (2021)	In Progress 25%	A cross training policy and procedure have been drafted. Pending review and approval.

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2022

8) Training feedback conducted (2022)	In Progress 50%	A standard training feedback form was approved in December 2021. This form will be used for all training offered to TBDSSAB staff in Q2.
9) Individual staff training plans (2023)	In Progress (ahead of schedule) 75%	New performance review forms approved in 2021 to include professional development goals and training needs. Most teams have started the 2022 review cycle.

Strategy 3: Maximize use of technological equity across communities

Objective	Status	Notes
14) Technology hub plan (2021)	In Progress 90%	Implementation nearly complete at two housing properties. Opening date to be determined in Q2.

Strategy 4: Broaden Employment Services

Objective	Status	Notes
19) 500 unique placements (2021)	Objective not met 40%	This 2021 objective was not met, and will no longer be reported. "Objective not met" will be included as a status in future strategic plan progress reports.
20) 600 unique placements (2022)	Some progress 17%	Unique placements as of March 31, 2022: 99.

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2022

21) Employment partnerships with good incentives (2022)	In Progress 25%	Recent partnerships with employers have been used as a model for success. As of March 31, 6 individuals hired by hotel partner with many additional resumes submitted. Additional opportunities are being explored with service sector, including a food services partnership with financial incentives.
---	------------------------	--

Strategy 5: Enhance Indigenous awareness and relations		
Objective	Status	Notes
23) Situation analysis research on bureaucratic colonial system challenges with inclusion/partnership with community members (2020)	In Progress 50%	Working with Indigenous-led consultant organization to help guide/inform our plan for enhanced Indigenous awareness and relations. The situation analysis research on bureaucratic colonial system challenges began in Q4 of 2021. Focus groups scheduled for Q2.
24) 5 Board-to-Board formal relationships with Indigenous organizations (2021)	In Progress 15%	Working with Indigenous-led consultant organization to inform the next steps for achieving this objective through the results of the situation analysis.

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2022

26) Indigenous Representation on the Board (2023)	In Progress (ahead of schedule) 25%	Working with Indigenous-led consultant organization to inform the next steps for achieving this objective. Consultant prepared and presented rationale for Indigenous Representation on the Board that informed our position paper for ROMA delegation in 2022. Letters of support from Indigenous partners have been requested to support this advocacy.
---	---	---

Strategy 6: Involve and empower effective community partnerships		
Objective	Status	Notes
27) 100 new partnership housing units (2020)	In Progress 91%	<p>Deadline extended to 2022. Significant delay due to COVID-19. An additional 26 units of transitional and supportive housing were added this quarter.</p> <p>Current total: 91</p> <p>31 additional beds under consideration.</p> <p>60 new units in 2020/2021:</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 • 26 units of transitional and supportive housing

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2022

31) District-wide mental health and addiction services and social services conference (2022)	In Progress 25%	Planning underway with community partner who will co-host the event. Established dates for October 4 & 5, 2022. Contract in place with venue. Ongoing discussions and planning will take place in Q2 - Q3.
--	------------------------	--

Strategy 7: Improve processes for change		
Objective	Status	Notes
38) 25% of frontline staff have been involved in process reviews over 4 years (2023)	In Progress (ahead of schedule) 25%	Close to meeting this goal ahead of schedule. Will continue to track and provide a more accurate number in future report.

Strategy 8: Develop realistic outcome measures		
Objective	Status	Notes
40) Comprehensive report developed of the locally established outcome measures (2021)	In Progress 90%	Divisions tracked identified measurables for each program area in 2021. Meeting to determine next steps for reporting on outcomes tied to budget vs operational reports scheduled in Q2.

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at March 31, 2022

Strategy 9: Advocate for our local, flexible solutions		
Objective	Status	Notes
43) Two non-business Board meetings to learn about and discuss local solutions and opportunities. (2021)	In progress 50%	In-depth presentation on homelessness made to the Board in October 2021. Social Assistance Modernization presentation deferred due to recent provincial pause on SA Modernization. Update report scheduled for Q2.
45) Three new data sharing agreements with community partners (2022)	Completed 100%	Four new data sharing agreements established with community partners. Objective has been met.
46) Three position papers (2022)	In progress 10%	A meeting was held to determine priority areas for discussion at the 2022 AMO Conference in August. Further updates will be provided in Q2/3.