



BOARD REPORT

REPORT No.: 2022-42

MEETING DATE: JULY 21, 2022

SUBJECT: 2023 STRATEGIC PLAN - 2022 SECOND QUARTER UPDATE

RECOMMENDATION

THAT with respect to Report No. 2022-42 (CAO Division), we, The District of Thunder Bay Social Services Administration Board, receive the 2023 Strategic Plan – 2022 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, 2022.

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 second 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 second quarter of 2022.

As of June 30, 2022, the overall progress made on the 2020-2023 strategic plan is 73%.

1. Strategic Direction #1: Investment – 75% progress
There are 3 strategies and 15 total objectives under Strategic Direction 1. Of those 15 objectives, 9 objectives have been completed and 4 are in progress.

2. Strategic Direction #2: Partnerships – 60% progress
There are 3 strategies and 17 total objectives under Strategic Direction 2. Of those 17 objectives, 6 have been completed and 8 are in progress.
3. Strategic Direction #3: Advocacy – 86% progress
There are 3 strategies and 15 total objectives under Strategic Direction 2. Of those 15 objectives, 11 have been completed and 3 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 second quarter of 2022.

REFERENCE MATERIALS




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

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Overview: 73% progress

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

STRATEGIC DIRECTION #1: Investment									75%
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									60%
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									86%
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, 2022

Strategy 1: Strengthen responsive internal/external communication		
Objective	Status	Notes
3) All department strategy for 2-way communication	In Progress 75%	A strategy for improved two-way communication was approved in Q4 of 2021. 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	In Progress (ahead of schedule) 15%	Brand awareness questions have been 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	In Progress 25%	A cross training policy and procedure have been drafted. Pending review and approval.
8) Training feedback conducted	Completed 100%	A standard training feedback form was approved in December 2021. This form was used for all training offered to TBDSSAB staff in Q2, including all-department Mental Health First Aid training.

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9) Individual staff training plans	In Progress 90%	New performance review forms approved in 2021 to include professional development goals and training needs. Most teams have started the 2022 review cycle.
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Strategy 3: Maximize use of technological equity across communities

Objective	Status	Notes
14) Technology hub plan	Completed 100%	Two technology hubs soft-opened in Q2. Both hubs are fully operational and in use by tenants.

Strategy 4: Broaden Employment Services

Objective	Status	Notes
20) 600 unique placements in 2022	Some progress 20%	The number of placements has been impacted by lower caseloads in 2022, as well as higher exits to employment. Unique placements as of June 30, 2022: 118 Exits to Employment as of June 30, 2022: 323
21) Employment partnerships with good incentives	In Progress 60%	Employer Incentive Policy approved. Job Development Officer position created and scheduled to start in Q3. Campaign in development in partnership between ISS and Communications & Engagement, for launch in Q3.

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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	In Progress 90%	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 and sharing circles held in Q3 (1 with Board, 3 with service recipients, and 3 with staff). Additional research will take place in Q3. Research report and recommendations will be presented to the Board in September.
24) 5 Board-to-Board formal relationships with Indigenous organizations	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.
26) Indigenous Representation on the Board	In Progress 25%	Working with Indigenous-led consultant organization to inform the next steps for achieving this objective. The Board informed Minister Fullerton of this undertaking at the 2022 ROMA Conference with a positive response. Letters of support from Indigenous partners have been requested to support this advocacy. To date, 7 letters of support have been received in support of this undertaking.

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Strategy 6: Involve and empower effective community partnerships		
Objective	Status	Notes
27) 100 new partnership housing units in 2020	In Progress 91%	Deadline extended to 2022. Significant delay due to COVID-19. Current total: 91 <ul style="list-style-type: none"> • 31 additional beds in development. • 60 new units in 2020/2021: <ul style="list-style-type: none"> ○ 6 modified units at McIvor 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
31) District-wide mental health and addiction services and social services conference	In Progress 50%	Event scheduled for October 4 & 5, 2022. Save the Date sent to community partners. Ongoing discussions and planning underway, with further promotion planned for Q3. Final agenda and registration to open in early August.

Strategy 7: Improve processes for change		
Objective	Status	Notes
38) 25% of frontline staff have been involved in process reviews over 4 years	In Progress (ahead of schedule) 50%	Close to meeting this goal ahead of schedule. Will continue to track and provide a more accurate number in future report.

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Strategy 8: Develop realistic outcome measures		
Objective	Status	Notes
40) Comprehensive report developed of the locally established outcome measures	In Progress 90%	Process Review underway to review performance measure reporting. Results will be reported in Q3.

Strategy 9: Advocate for our local, flexible solutions		
Objective	Status	Notes
43) 2 non-business Board meetings to learn about and discuss local solutions and opportunities.	In progress 50%	Social Assistance Modernization presentation deferred due to recent provincial pause on SA Modernization. Update report scheduled for Q3.
46) 3 position papers in 2022	Completed 100%	Four position papers completed in 2022: 1: The 2021 Point in Time Count Report (released 2022) included recommendations for further advocacy. 2, 3, 4: Three advocacy topics for the 2022 AMO Conference were approved by the Board in June 2022. Final Position Papers to be presented at the July Board meeting. The 2022 AMO Conference will be held in August 2022 in Ottawa.