



BOARD REPORT

REPORT No.: 2024-32

MEETING DATE: SEPTEMBER 19, 2024

SUBJECT: 2024-27 STRATEGIC PLAN – SECOND QUARTER UPDATE

RECOMMENDATION

THAT with respect to Report No. 2024-32 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – Second Quarter Update for information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the quarterly progress update on the 2024-27 Strategic Plan (the Plan).

BACKGROUND

The Board approved the Plan on December 14, 2024 by Resolution No. 23/104. A Report is to be presented by the Chief Executive Officer within 60 days of the end of each quarter to identify the previous quarter's progress in achieving the strategic directives.

COMMENTS

The Plan includes three strategic directions: Culture, Compassion, and Excellence. Within these strategic directions are six strategies and 41 objectives. Administration's goal is to complete 90% of the objectives from the 2024-27 Plan by December 31, 2027.

As of June 30, 2024, the overall progress on the 2024-27 strategic plan is 19%.

The tables below summarize the progress made to June 30, 2024.

Table 1: Strategic Plan 2024-27 Progress Summary as of June 30, 2024

Strategic Direction	Strategies	# Objectives	# Completed	# Underway	% Progress
Culture	1: Sustaining our Internal Knowledge Base	6	2	3	51%
	2: Fostering an Engaged and Collaborative Culture	7	0	3	24%
Compassion	3: Humanizing Human Services	8	0	2	10%
	4: Encouraging Advocacy & Awareness	9	0	3	9%
Excellence	5: Fostering Innovation and Progress	6	0	2	8%
	6: Promoting Reconciliation & Inclusion	5	0	2	12%
	Summary	41 Objectives	2 Completed	15 Underway	19% Progress

Table 2: Updates on Objectives

Objectives	Notes	Progress (%)
STRATEGY 1: Sustaining our Internal Knowledge Base		
1.1 Develop an organization-wide knowledge sharing and transfer plan.	Research / benchmarking in progress. Currently researching options including our internal processes. Internal career fair completed as a first step in internal knowledge sharing.	30%
1.2 Plan and implement a schedule for annual cross-departmental staff team building and information sharing opportunities.	Departmental career fair completed in Q2. This event will be held annually as a cross-departmental team building and information sharing opportunity.	100%
1.3 Implement knowledge sharing and transfer plan.	Currently researching options including our internal processes.	25%
1.4 Implement values-based hiring.	Currently in progress. Implementing with leadership positions first using our skills check platform.	50%
1.5 Each department hosts an information sharing session.	Completed through career fair.	100%
STRATEGY 2: Fostering an Engaged and Collaborative Culture		
2.1 Conduct a staff engagement survey.	Survey administered in Q2. Results will be shared in Q3.	85%
2.2 Engage with staff to determine preferred communication for organizational/system change.	Question about communicating organizational change added to staff engagement survey that went out in Q2. Results will inform next steps.	80%

2.3 Develop a transition plan with staff input related to social assistance modernization.	Social Assistance Modernization details not yet released by MCCSS. Monthly meetings have been held with MCCSS and MILTSD, with information shared with SA supervisors from each meeting. Further progress pending updates from province.	5%
STRATEGY 3: Humanizing Human Services		
3.1 Review current engagement strategies and develop a plan to increase feedback from staff and people with lived and living experience (PWLLE) to inform advocacy and anti-stigma initiatives.	Plan in progress via Communications & ISS team. A plan will be developed in Q3 for approval by EMT.	50%
3.2 Establish baseline data related to how many service recipients [could benefit from] mental health and addictions services.	Research into existing data sources is complete. Assessment of data gaps is in progress.	30%
STRATEGY 4: Encouraging Advocacy & Awareness		
4.1 Review service recipient surveys for plain language.	Plain language review framework developed. First service recipient survey revised for increased readability using this framework in Q2. A plan to implement the plain language framework on a wider scale will be developed in Q3.	40%
4.2 Plan public education and awareness campaign related to child care and early years (CCEY) service system.	Research stage completed. A campaign plan is in development, to be presented to EMT in Q3.	35%

4.3 Board advocates for more community policing	Letter sent from Bill to TBPS for more community policing at program level. Opportunities for Board-level advocacy in research stage.	5%
STRATEGY 5: Fostering Innovation and Progress		
5.1 Assess organizational knowledge of Performance Based Budgeting and outcomes, and develop continuous improvement plan.	Corporate Services and Research Team have determined how the assessment should be completed based on desired outcomes.	25%
5.2 Assess current data collection to align data practices with our strategic goals.	Documentation and research stage complete. Identification of gaps and opportunities is in progress.	25%
STRATEGY 6: Promoting Reconciliation & Inclusion		
6.1- All staff training in unconscious bias and microaggressions.	Training options identified. Schedule and implementation plan will be completed in Q3 for Q4 implementation.	30%
6.2- Board education about reconciliation.	Training options identified. Schedule and implementation plan will be completed in Q3 for Q4 implementation.	30%

STRATEGIC PLAN IMPACT

This Report summarizes progress made toward the 2024-27 Strategic Plan objectives.

FINANCIAL IMPLICATIONS



There are no financial implications related to this Report.

CONCLUSION

It is concluded that the quarterly strategic plan update should be received as presented.

REFERENCE MATERIALS

None

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