



BOARD REPORT

REPORT No.: 2025-19

MEETING DATE: MAY 15, 2025

SUBJECT: 2024-27 STRATEGIC PLAN – 2025 FIRST QUARTER UPDATE

RECOMMENDATION

THAT with respect to Report No. 2025-19 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – 2025 First Quarter Update for information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the 2025 first quarter 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 Plan by December 31, 2027.

As of March 31, 2025, the overall progress on the plan is 48%.

Table 1 and Table 2 below summarize the progress made to March 31, 2025.

Table 1: Strategic Plan 2024-27 Progress Summary as of March 31, 2025

Strategic Direction	Strategies	# Objectives	# Completed	# Underway	% Progress
Culture	1: Sustaining our Internal Knowledge Base	6	3	3	72%
	2: Fostering an Engaged and Collaborative Culture	7	2	3	54%
Compassion	3: Humanizing Human Services	8	1	3	26%
	4: Encouraging Advocacy & Awareness	9	2	5	49%
Excellence	5: Fostering Innovation and Progress	6	1	2	35%
	6: Promoting Reconciliation & Inclusion	5	2	1	51%
	Summary	41 Objectives	11 Completed	17 Underway	48% 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.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.2 Plan and implement a schedule for annual cross-departmental staff team building and information sharing opportunities.	Reported complete in 2024-Q2: RPT 2024-32	100%
1.3 Implement knowledge sharing and transfer plan.	Knowledge-sharing and transfer plan (from Objective 1.1) drafted and presented to CEO for review. On track for 2025 implementation.	33%
1.4 Implement values-based hiring.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.5 Each department hosts an information sharing session.	Departmental information sessions implemented in 2024 as part of annual cross-departmental team building event (Objective 1.2) through Internal "Career Fair" event. Next step will be to leverage information shared via Career Fair events throughout the year for specific departments. On track for 2025 implementation.	66%
1.6 Information about 50% of unique job classifications is spotlighted and shared with appropriate audiences.	In planning stage. On track to begin implementation in 2025.	35%

STRATEGY 2: Fostering an Engaged and Collaborative Culture		
2.1 Conduct a staff engagement survey.	Reported complete in 2024-Q3: RPT 2024-47	100%
2.2 Engage with staff to determine preferred communication for organizational/system change.	On track to complete in 2025 as part of big-picture engagement strategy linked to objective 2.4.	80%
2.3 Develop a transition plan with staff input related to social assistance modernization.	Reported Complete in 2024-Q4: RPT 2025-07	100%
2.4 Implement a plan for staff engagement based on survey results.	2-year action plan, including big-picture staff engagement strategy, on track to be implemented in 2025.	66%
2.5 Implement a process for staff to submit solutions-based ideas and feedback.	On track to complete in 2025 as part of big-picture engagement strategy linked to objective 2.4.	33%
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.	Reported Complete in 2024-Q4: RPT 2025-07	100%
3.2 Establish baseline data related to how many service recipients [could benefit from] mental health and addictions services.	Further progress toward this objective is on hold pending more information about TBDSSAB's role in the HART Hub project and its impact on data collection.	50%
3.3 Develop a research plan for an anti-stigma research initiative and awareness campaign in consultation with staff and PWLLE.	Strategy for how to approach consultation and planning process in place. Consultation will be scheduled in Q3-4. On track to complete in 2025.	50%
3.4 Four (4) culturally safe spaces available across TBDSSAB properties.	In consultation and planning stage.	5%

STRATEGY 4: Encouraging Advocacy & Awareness		
4.1 Review service recipient surveys for plain language.	Reported Complete in 2024-Q4: RPT 2025-07	100%
4.2 Plan public education and awareness campaign related to child care and early years (CCEY) service system.	Reported Complete in 2024-Q4: RPT 2025-07	100%
4.3 Board advocates for more community policing.	Meetings held between CEO and Chief of TBPS for ongoing collaboration between the police and administration. Opportunities for Board-level advocacy to be determined.	50%
4.4 Develop a strategy for information sharing tactics to complement position papers and increase awareness.	Communications Strategy updated to include Awareness of TBDSSAB programs and service systems as a key priority for 2025. ISS Division is exploring partnerships and tools to increase information sharing and knowledge translation opportunities. On track for 2025.	55%
4.5 Implement a public education and awareness campaign related to CCEY system.	Campaign plan developed via Child Care and Early Years team and Communications & Engagement. In development stage. Will be implemented in 2025.	55%
4.6 Implement two (2) new tactics to support advocacy initiatives.	In Q1 2025, TBDSSAB included a new summary sheet as supplementary information with delegation briefing packages at ROMA, ahead of schedule.	50%
4.7 Hold four information sharing events for targeted stakeholder audiences to increase awareness of TBDSSAB's role in the community.	Information sharing sessions being planned for Q1 & Q2 of 2025, ahead of schedule.	30%

STRATEGY 5: Fostering Innovation and Progress		
5.1 Assess organizational knowledge of Performance Based Budgeting and outcomes and develop continuous improvement plan.	Continuous Improvement Plan in progress. Recommendations to be finalized in 2025.	80%
5.2 Assess current data collection to align data practices with our strategic goals.	Data collection practices have been assessed and updated to reflect strategic goals and reporting requirements.	100%
5.3 Conduct an evaluation of tech hubs to inform an expansion plan.	Consultation/feedback scheduled for Q3. Expansion plans for 2025 include adding an additional Tech Hub and improvements to current hubs.	30%
5.4 Implement and evaluate continuous improvement plan for Performance Based Budgeting	TBD pending recommendations from objective 5.1	0%
STRATEGY 6: Promoting Reconciliation & Inclusion		
6.1 All staff training in unconscious bias and microaggressions.	Reported Complete in 2024-Q4: RPT 2025-07	100%
6.2 Board education about reconciliation.	Reported Complete in 2024-Q4: RPT 2025-07	100%
6.3 Conduct a Diversity Equity and Inclusion (DEI) survey to gauge organizational DEI priorities, including long-term staff education needs	DEI Table on track to implement survey in Q2 of 2025.	55%

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

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