



BOARD REPORT

REPORT No.: 2025-31

MEETING DATE: SEPTEMBER 18, 2025

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

RECOMMENDATION

THAT with respect to Report No. 2025-31 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – 2025 Second Quarter Update for information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the 2025 second 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 June 30, 2025, the overall progress on the plan is 58%.

Table 1 and Table 2 below summarize the progress made to June 30, 2025.

Table 1: Strategic Plan 2024-27 Progress Summary as of June 30, 2025

Strategic Direction	Strategies	# Objectives	# Completed	# Underway	% Progress
Culture	1: Sustaining our Internal Knowledge Base	6	4	2	86%
	2: Fostering an Engaged and Collaborative Culture	7	3	2	62%
Compassion	3: Humanizing Human Services	8	1	3	29%
	4: Encouraging Advocacy & Awareness	9	5	2	67%
Excellence	5: Fostering Innovation and Progress	6	1	3	41%
	6: Promoting Reconciliation & Inclusion	5	3	1	61%
	Summary	41 Objectives	17 Completed	13 Underway	58% 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) approved by CEO. On track for 2025 implementation.	66%
1.4 Implement values-based hiring.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.5 Each department hosts an information sharing session.	All departments participated in Org-wide Information Sharing session in June. Information sharing sessions for departments/divisions will replace the org-wide session starting in 2026. Further, information about individual departments will be highlighted internally through employee spotlights and externally through information shared for professional recognition days starting in 2026.	100%
1.6 Information about 50% of unique job classifications is spotlighted and shared with appropriate audiences.	Communications and HR have developed an implementation plan for Employee Spotlights, with input from Directors. On track to begin roll-out in January 2026 to meet goal by 2027.	50%

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.	Feedback from staff about preferred communication methods for organizational/system change obtained in Q2. Results will be incorporated into engagement strategy linked to objective 2.4.	100%
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.	70%
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.	66%
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.	Objective delayed pending more information about TBDSSAB's role in the Hart Hub project and its impact on data collection. In the meantime, a plan has been developed to meet this objective. On track to complete by year end 2025.	75%
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 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.	Presentation made to the Board in closed session. Advocacy to province prepared for AMO 2025 in August.	100%
4.4 Develop a strategy for information sharing tactics to complement position papers and increase awareness.	Strategy developed and implemented in 2025, ahead of schedule. Ongoing discussion between CEO Division, Communications, and ISS Division to further expand on tactics.	100%
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. Campaign design work complete, promotion to begin in fall. On track for completion in Q4 2025.	75%
4.6 Implement two new tactics to support advocacy initiatives.	Two new tactics to support advocacy initiatives were introduced in 2025, ahead of schedule. These include 1) providing additional information / related to advocacy during delegation meetings starting in Q1, and 2) implementing a media-outreach plan starting in Q2.	100%
4.7 Hold four information sharing events for targeted stakeholder audiences to increase awareness of TBDSSAB's role in the community.	In planning stage. Information sessions with targeted stakeholder groups will be scheduled in late 2025, early 2026. 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.	85%
5.2 Assess current data collection to align data practices with our strategic goals.	Report Complete in 2025-Q1. RPT 2025-19	100%
5.3 Conduct an evaluation of tech hubs to inform an expansion plan.	On track for completion in 2025. Expansion plans for 2025 include adding two additional Tech Hubs and improvements to current hubs.	55%
5.4 Implement and evaluate continuous improvement plan for Performance Based Budgeting	Delayed. TBD pending Continuous Improvement Plan from objective 5.1	5%
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	Survey administered in Q2 of 2025.	100%
6.4 Develop and implement a plan for organizational improvement and education in DEI based on survey results	DEI Table will work in partnership with HR to begin planning for 2026 activities in Q3 of this year.	5%

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 & Engagement Officer
SIGNATURE	
APPROVED BY	Ken Ranta, Chief Executive Officer
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer