



BOARD REPORT

REPORT No.: 2025-43

MEETING DATE: NOVEMBER 20, 2025

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

RECOMMENDATION

THAT with respect to Report No. 2025-43 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – 2025 Third Quarter Update as presented.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the 2025 third 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 there 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 September 30, 2025, the overall progress on the plan is 62%.

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

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

Strategic Direction	Strategies	# Objectives	# Completed	# Underway	% Progress
Culture	1: Sustaining our Internal Knowledge Base	6	5	1	92%
	2: Fostering an Engaged and Collaborative Culture	7	3	2	63%
Compassion	3: Humanizing Human Services	8	1	3	33%
	4: Encouraging Advocacy & Awareness	9	6	1	70%
Excellence	5: Fostering Innovation and Progress	6	2	2	46%
	6: Promoting Reconciliation & Inclusion	5	3	1	66%
	Summary	41 Objectives	20 Completed	10 Underway	62% 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, with an implementation date set in Q4. Complete.	100%
1.4 Implement values-based hiring.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.5 Each department hosts an information sharing session.	Reported complete in 2025-Q2: RPT 2025-31	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.	Reported complete in 2025-Q2: RPT 2025-31	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.	Multiple processes implemented in 2025 to increase access to CEO and HR and share feedback. Additional solutions will be included as part of big-picture engagement strategy linked to objective 2.4 (for implementation in 2026).	70%
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.	A plan has been developed to meet this objective. On track to complete by year end 2025.	80%
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 Q4. On track to complete in 2025 or early 2026.	50%
3.4 Four culturally safe spaces available across TBDSSAB properties.	Consultation stage complete. In planning stage. A plan for 4 culturally safe spaces is expected in	30%

	2025; actual implementation in 2026.	
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.	Reported complete in 2025-Q2: RPT 2025-31	100%
4.4 Develop a strategy for information sharing tactics to complement position papers and increase awareness.	Reported complete in 2025-Q2: RPT 2025-31	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. The vision was to expand on annual Child Care Worker Appreciation Day (CCWAD) recognition and incorporate more public education activities throughout the month in partnership with service providers. Despite low uptake from programs to host educational events throughout the month, CCWAD and the CCEY program's annual professional learning event received positive media coverage. We will apply lessons learned from this year to the campaign plan for 2026. Objective complete.	100%
4.6 Implement two new tactics to support advocacy initiatives.	Reported complete in 2025-Q2: RPT 2025-31	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.	Final consultations were held with leadership team in Q3. Continuous improvement plan complete, with knowledge to be applied to 2026 budget process.	100%
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 2 additional Tech Hubs and improvements to current hubs. In addition, a survey is scheduled for Q4 to get additional feedback.	65%
5.4 Implement and evaluate continuous improvement plan for Performance Based Budgeting.	New KPIs in progress, in alignment with Performance Based Budgeting continuous improvement plan. On track for KPIs to be set in Q4 for 2026 budget cycle, with ongoing evaluation to begin in 2026.	11%
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.	Reported complete in 2025-Q2: RPT 2025-31	100%
6.4 Develop and implement a plan for organizational improvement and education in DEI based on survey results.	DEI Table administered staff survey in Q2. Survey results will be used to plan education and organizational improvement activities.	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 & Engagement Officer
SIGNATURE	
APPROVED BY	Ken Ranta, Chief Executive Officer
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer