



BOARD REPORT

REPORT No.: 2026-06

MEETING DATE: FEBRUARY 19, 2026

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

RECOMMENDATION

For information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the 2025 fourth 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 December 31, 2025, the overall progress on the plan is 64%.

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

Table 1: Strategic Plan 2024-27 Progress Summary as of December 31, 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	2	2	36%
	4: Encouraging Advocacy & Awareness	9	6	1	70%
Excellence	5: Fostering Innovation and Progress	6	2	3	53%
	6: Promoting Reconciliation & Inclusion	5	3	1	70%
	Summary	41 Objectives	21 Completed	10 Underway	64% 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.	Reported complete in 2025-Q3. RPT 2025-43	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 Q1 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 2026.	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.	Completed in December 2025.	100%
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. On track to complete in early 2026.	50%
3.4 Four culturally safe spaces available across TBDSSAB properties.	In planning stage. Implementation deferred to 2026.	30%

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.	Reported complete in 2025-Q3. RPT 2025-43	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.	Target audiences and timeframes have been identified. Information sessions with targeted stakeholder groups will be scheduled in 2026.	30%

STRATEGY 5: Fostering Innovation and Progress		
5.1 Assess organizational knowledge of Performance Based Budgeting and outcomes and develop continuous improvement plan.	Reported complete in 2025-Q3. RPT 2025-43	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.	Will be complete in Q1 2026.	80%
5.4 Implement and evaluate continuous improvement plan for Performance Based Budgeting.	New KPIs created in alignment with Performance Based Budgeting continuous improvement plan. Implemented for 2026 budget cycle. Ongoing evaluation to begin in 2026.	28%
5.5 Implement source system management data and integrity project	Strategy has been defined. Project on track for 2026 implementation.	8%
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

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