



BOARD REPORT

REPORT No.: 2026-18

MEETING DATE: MAY 21, 2026

SUBJECT: 2024-27 STRATEGIC PLAN - 2026 FIRST QUARTER UPDATE

RECOMMENDATION

For information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the 2026 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 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 March 31, 2026, the overall progress on the plan is 72%.

Table 1 and Table 2 below summarize the progress made to March 31, 2026.

Table 1: Strategic Plan 2024-27 Progress Summary as of March 31, 2026

Strategic Direction	Strategies	# Objectives	# Completed	# Underway	% Progress
Culture	1: Sustaining our Internal Knowledge Base	6	5	1	96%
	2: Fostering an Engaged and Collaborative Culture	7	5	2	90%
Compassion	3: Humanizing Human Services	8	2	4	43%
	4: Encouraging Advocacy & Awareness	9	6	1	70%
Excellence	5: Fostering Innovation and Progress	6	3	2	59%
	6: Promoting Reconciliation & Inclusion	5	3	1	75%
	Summary	41 Objectives	24 Completed	11 Underway	72% 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. Implementation beginning in Q2 2026. On track to meet goal by 2027.	75%
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 plan developed and approved. Implementation in progress.	100%

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. Solutions-based suggestion process has been implemented to complement processes implemented in 2025.	100%
2.6 Review the efficacy of the ideas and feedback sharing process.	Informal review of each newly implemented process is underway. A Pulse Survey was also completed in 2025 to gather feedback more formally.	80%
2.7 Conduct a follow up staff engagement survey (2027).	Ahead of schedule. Follow up staff survey to be conducted in Q2.	50%
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.	Reported complete in 2025-Q4: RPT 2026-06	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. Consultation with staff and PWLLE to take place in Q2. On track to complete in 2026.	55%
3.4 Four culturally safe spaces available across TBDSSAB properties.	In planning stage. Implementation deferred to 2026.	30%
3.5 Conduct research and create an anti-stigma campaign with diverse perspectives.	In planning stage.	5%
3.6 25% of unique service recipients who require mental health and addictions services have received support through	New Community Wellness Hubs set up in 5 properties total (4 new). To be announced in Q2. On track for completion in 2026.	50%

formalized community partnerships.		
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. Questions have been developed to assess feedback from managers on the implementation of KPIs, team adoption of goals and assessing KPI/PBB results.	39%
5.5 Implement source system management data and integrity project	Strategy has been defined and Team assembled. Project on track for 2026 implementation, following initial assessments of data framework.	12%
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 2025. Education and organizational improvement activities planned for 2026.	75%

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 reflects the current status of the objectives of the 2024-2027 Strategic Plan.

REFERENCE MATERIALS

None

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