

Final

Kenora District Services Board (KDSB)

2010 – 2014 Strategic Plan: Shaping the Future

October 19, 2009

Prepared by:



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Executive Summary

Prairie Edge Management Inc. consultants Warren Thompson and Sheryl Feller facilitated the Kenora District Services Board Strategic Planning session, held on August 12th and 13th in Sioux Narrows, with attendance of 12 Board members and 5 members of the senior management team. The session provided a good opportunity to do some team building and work on building the Strategic Framework and a clear sense of direction for the organization in the years ahead.

The session started with an overview of inputs received through interviews conducted by the consultants and this information was consolidated into an organizational 'snapshot' or SWOT (strengths, weaknesses, opportunities and threats) analysis for the KDSB. This information and 'snapshot' was generally supported by the group as a good reflection of the organization today and formed the base from which the planning session started looking ahead. The planning session produced the following Logic Model components to shape the Strategic Plan for the organization:

Our Mission:

Committed to the provision of effective and efficient district wide services that support its individuals, families and communities in reaching their full potential.

Our Vision:

KDSB and its partners are recognized for supporting the district's individuals, families and communities in reaching their full potential through the *provision of easily accessible, integrated district wide 'people services'* that maintain *dignity, safety and security* - enabling *healthier lives and contributing to caring communities.*

Our values:

Respect

- √ Maintaining dignity
- √ Uniqueness – diversity
- √ Non judgmental
- √

Safety

- √ Maintaining safety and security
- √ Non-threatening
- √

Effectiveness

- √ Doing the right things
- √ Integration
- √

Efficiency

- √ Doing things right
- √ Cost effective
- √

Personal Growth

- √ Reaching full potential
- √ Enhanced quality of life
- √ Integration – cross training

Partnerships

- √ Building capacity
- √ Working together
- √ Share risk taking
- √

Caring/Compassion

- √ Meets the needs of constituents
- √ Listening to individuals, families, and communities
- √ Accept people as they are
- √

Fairness

- √ Whole district
- √ General population
- √ Consistency
- √

Attitude

- √ Have a 'can do' attitude
- √ Positive and supportive

Outcomes:

- √ Increased percentage of caseloads in Ontario Works become employed;
- √ Provide the right mix of social housing: complete housing needs survey in district; Gain access to phase 2 funding of housing initiative;
- √ Provide shelter for anybody in need (need decision on homelessness);
- √ Build community confidence and comfort about the KDSB services and programs;

Primary Constituents/clients:

Individuals, families & communities in Northwestern Ontario within the Kenora District

Essential Partners:

Government (provincial, municipal & federal); Not for profits; Private sector; Media

Our Strategic Directions:

1. Integration

- √ One stop shop locations – consider a pilot site (Dryden?)
- √ Cross utilization/training

2. Marketing and Communications Plan

- √ Internal and external communication improvements
- √ Economic impacts of KDSB services - \$42 million (\$14 million is local and \$28 million that Province invests in the region)
- √ Branding - develop new and recognizable brand
- √ Connection with Municipalities and communities (presentation)
- √ Advocacy and lobbying plan - acknowledge government support
- √ Consider a marketing and communications committee

3. Partnership Development

- √ Building capacity
- √ Improve availability and access
- √ Role clarity and responsibilities (with partners and Board)
- √ Political alliances for advocacy

4. Organization Continuity

- √ Succession planning - Board and staff succession
- √ Risk assessment (natural disaster and other issues)
- √ Budget for discretionary funds for proactively addressing shifts in the region
- √ Establish Board orientation program
- √ Coverage for maternity and paternity leave

5. Information Management

- √ IT solutions to support the geographic and database challenges
- √ Forms – online and integrated data entry
- √ Paperless efforts – environment
- √ Phones - a real person to offer service and support
- √ Team development

The session developed a solid list of the key service delivery areas and these are also incorporated into the thinking on the Strategic Directions and the specific Initiatives associated with the Directions. The area of Homelessness is of concern for the organization and presently falls outside of its jurisdiction and requires address in a facilitative role rather than direct oversight.

The elements of the Strategic Plan also addressed the measures of success and the Balanced Scorecard was introduced. Its four perspectives will assist the organization in broadening its focus to one that is forward looking while still managing the financial resources carefully.

Introduction

The Board and Senior Management of Kenora District Services Board (KDSB) held their 2010 – 2014 Strategic Planning Session on August 12th and 13th, 2009. Prairie Edge Management Inc. consultants Warren Thompson and Sheryl Feller facilitated the session. The session was attended by 12 Board members and 5 members of the senior management team.

Objectives of the Planning Session

The objectives of the two day planning session were reviewed and were as follows:

- √ Provide clarity on the Mission
- √ Establish a Vision
- √ Affirm Values and define Corporate Culture
- √ Consider Service Delivery Improvements
- √ Identify the Strategic Themes/Directions for 2010 – 2014
- √ Ensure the Organization resources are aligned with the Organization Priorities
- √ Team building
- √ Address the Brand/communications concerns & message
- √ Introduce Performance Measurement approach and Balanced Scorecard
- √ Identify next steps

What makes the region great and what makes great teams?

The session opened up with a discussion of what makes the region great and what makes great teams. There were some interesting inputs and observations including:

The Region:

- √ Our resources
- √ Natural beauty - geography, fresh water
- √ The people and our population – friendly, low density, diverse, knowing your neighbours in NW Ontario
- √ The Regional vastness – townships in unincorporated areas, isolation
- √ Our diversity in arts, culture and heritage
- √ The opportunities – unique solutions to unique problems, overcome geographic challenges
- √ Good services

Great teams:

- √ Good leadership
- √ Trust
- √ Good communications
- √ Mutual Respect
- √ Working together – helping each other out/cooperation
- √ Ability to utilize individual strengths to work toward ***common goal***
- √ Diverse group of people bringing different strengths, knowledge and talent
- √ Adaptable/flexible
- √ Reliance
- √ “Keep your eye on the ball” – stay focused on the main task or goal
- √ Share same problems/objectives – understand each other

Resilient Organizations

The traits that were identified as making great teams are also strong indicators of a good workplace. These traits can be combined with the following elements that define a resilient organization to make a good company an outstanding one. These traits for reference are:

- √ Entertain the inconceivable –benchmark against other industries
- √ Build a culture of commitment and accountability
- √ Move the goalposts, typically every three - five years
- √ Show courage of their convictions
- √ Bounce back from adversity
- √ Think horizontally - break down silos, promote a team working environment and promote laterally
- √ Self – correct – internal mechanisms for correcting problems
- √ Listen to the complainers – both clients and employees
- √ Put their motivators where their mouths are – incentives to pull in the same direction
- √ Refuse to rest on their laurels – pursue tangible results always!

Where we are today

Overview

There were in depth interviews with the Board members, senior management team and representatives from the significant Ministries that work with the Board on a regular basis conducted from July 12 through to August 5, 2009. The research examined the organization's strengths, weaknesses, opportunities and threats from the perspectives of key stakeholders. It also examined what these stakeholders see as the roles and expectations of the KDSB.

The interview objectives were:

- √ To assess the KDSB current position by gathering information on the organization's strengths, weaknesses while identifying opportunities and threats (SWOT review).
- √ To determine what is seen as the KDSB vision and core values and how these fit into what performance targets should look like.
- √ To get key Ministry perspectives on the roles and expectations for the KDSB.

The overall goal of these interviews was two-fold. The first goal of these interviews was to assess how the KDSB is currently performing. The second was to determine in what direction stakeholders would like to see the KDSB proceed with.

General findings

- √ General consensus that individual programs within the KDSB are run by Program Directors that are good at their jobs and care about what they are doing;
- √ Individual Board members are generally thought of as very qualified for the task at hand and seen as a good mix of people with different skill sets;
- √ While each component of the KDSB is seen in high regard, the interaction between the groups is the biggest challenge facing it;
- √ Communication and interaction between programs, between Board members and Program Directors, and between Board members themselves needs to improve so that the Board can operate more as one unit rather than with competing interests.

Areas for Improvement

- √ Communication and Guidelines
- √ Increase Public Understanding
- √ Integration of Services
- √ Succession Plan
- √ Improve the District View
- √ Add Human resource expertise/person
- √ Develop an IT solution
- √ Reduce lag time from collection of financial info & fund distribution
- √ Address the Pay equity imbalance – land ambulance and other divisions

General Issues and Challenges for the Future

- √ Establishing what the Board priorities are;
- √ Offering training for staff on how to deal with social issues;
- √ Succession planning;
- √ Improving communication at the KDSB and public level;
- √ Promote a district view of programming needs;

Social Housing Services/Non-Profit Housing/Homelessness

Challenges:

- √ Worried about stigma attached to social housing
- √ Changing population – coming down from north
- √ Increasing homelessness
- √ Aging (some communities this is a large part of their social housing demand)
- √ Social housing and homelessness crisis in Kenora and Red Lake
- √ Updating inherited structures that were built to substandard conditions
- √ Running out of capital reserves – not enough \$ to improve situation
- √ Trying to work in partnership with others to compensate for this shortcoming to a certain degree (sharing facilities, geothermal etc)

What Board members/Program Directors would like to see (Housing):

- √ Determine how much housing is needed in the Region (and where)
- √ Need more staff to deal with increasing issues
- √ Homelessness is different than social housing – consider other supports/services to be put in place to deal with homeless clients
- √ Is the Board in the homelessness business? If so - create a plan.
- √ Does KDSB role include senior housing? If so - assess what supports and services are necessary.
- √ Foster and develop partnerships with agencies that can provide extra support services rather than take on each individual issue (i.e. homelessness, senior housing) in its mandate.
- √ Clear guidelines from Board

Childcare Services/Ontario Works

Challenges:

- √ Introducing and implementing the Early Learning programming taking place in fall 2010 for Junior & Senior Kindergarten – where will the funding come from?
- √ Need to recognize the importance of childcare as part of the overall services being offered by the KDSB
- √ Reduce the feeling that the Board is more concerned about budget than creating better communities
- √ Eliminate disconnect when talking about economic development - can't ignore population influx from reserves

What Board members/Program Directors would like to see (CCS/OW):

- √ Need more staff trained in how to deal with the social changes that are taking place (i.e. more support/innovative learning approaches)
- √ Recognize the changing population in the district and educate all of the municipalities and unincorporated areas at the district level regarding the changes that are taking place. There is a need to explain the impact of these changes on a district level rather than each community seeing itself as an island.
- √ Increase or develop partnerships rather than take on all tasks in its mandate with agencies that can provide the extra support or services needed (i.e. first nations fellowship centres – helping with training, forms, policy, childcare centres)

Land Ambulance

Challenges:

- √ There is a lack of a district view. Municipalities especially are seen as being insular

- √ Some see it as **not** being a social service and do not see the fit under the KDSB
- √ The land ambulance is seen as not being organized efficiently with overlap in some areas and lack of adequate service in others
- √ There is a lack of communication and ability to be proactive – i.e. CT scanner in Dryden, land vs. air ambulance services

What Board members/Program Directors would like to see (Land Ambulance):

- √ Need to resolve the Kenora ambulance base issue
- √ Reduction in the non-emergency patient transfer

The Ministries views (collective)

- √ “Really good relationship” between Ministries and KDSB
- √ KDSB fortunate to have strong, diversified staff with different skill sets
- √ Good programming is in place but it needs to be seen as more positive. This needs to be pushed more as a priority
- √ Need to get Board members and Municipalities on board with the programming and seeing the benefits - see it as a community investment
- √ KDSB needs to be thinking about their capacity and need for more staff
- √ In short term increase capacity in partnership with other service providers
- √ Staff needs to provide leadership
- √ Still some tension between Board members as part of competitive nature of northern communities - need to work as “district service provider”
- √ Improve efficiencies by integrating services
- √ With the extra burden being put on Board members they would like to see the use of technology increase in terms of video conferencing

The Future Direction of the KDSB

- √ Determine an overall vision for the KDSB
- √ Clarify Board role so that everyone can be more proactive rather than reactive in dealing with the province or ministries
- √ Sometimes there are very small windows of time to allocate funds or determine needs - the Ministries rely on KDSB to tell them what their needs are
- √ Clarify Program Director role so that Program Directors have the tools to be more proactive than reactive. Again, the Board trusts Program Directors and wants to give them guidelines so they have the freedom to do their job.
- √ Board members would like to see their role as approving plans and budgets. They trust Program Directors and have confidence in their ability to do their job. As such they want to see Program Directors submitting complete and thorough info packages so the Board can make informed decisions based on the information they receive rather than going back and forth on topics.
- √ There is too much duplication of work and repetitive messaging.
- √ There is a need to build in a percentage each year to improve services so that they can move forward as a social services Board rather than backwards.
- √ Clarify roles of Committees:
 - Determine what subcommittees are going to exist and what their Terms of Reference (and priorities) are.
 - Require attendance of Program Directors at meetings where Committees present to Board.
- √ Clarify what Ministries want:
 - They are confident in the people that are at the Board and Program Director level but want to hear from the Board what their needs are for their communities.

- A need for improving communications between Program Directors and the Board was recognized. Specifically, there is a need for the Board to listen to the Program Directors as they educate the Board on programs coming down from the Ministries
- √ Educate the public regarding the role of the KDSB in the district:
- √ This may help ease concerns with municipal leaders as they do not want to be seen as spending their municipal dollars to support other municipalities or regions.
- √ The KDSB does not want to be seen as another layer of government.
- √ The hopes are that if the public sees what they are doing and why they are needed all municipalities and unincorporated areas may be able to work more as a team.
- √ Establish a budgeting process
- √ Incorporation of governance recommendations from report
- √ Build trust between Board members and Program Directors with the Strategic Planning Session meetings
- √ Acknowledgement that the Board is not giving clear direction and this is needed! (general consensus between Board members, Program Directors & some Ministry contacts).
- √ Loyalties/neutrality balance: when Board members step into the KDSB role, they need to leave their municipal agendas and interests out of their decisions. Everyone recognizes this already but there is some resistance in letting go (us versus them).
- √ Eliminate the feeling that the Board is temporary
- √ Eliminate the feeling that the Board is an obligation - there is still a wish to see money allocated in a municipality manner rather than a district one
- √ Elect members to the Board rather than be appointed in all regions, unincorporated and incorporated
- √ Succession planning necessary at the CAO, Board, Program Director and senior staff level
- √ A plan for increasing staff numbers is also needed

Areas of Concern for KDSB

- √ What about Public Health?
- √ First Nations migration into communities also creates economic opportunities - we must build First Nations alliances.
- √ Remember we are **'people services': what good, for whom and at what cost.**
- √ We are not a business but a 'not for profit' – still must be sustainable.
- √ Should the Program Directors attend Board meetings?
- √ How do we educate the public on the KDSB services? **We need to communicate.**
- √ How do we deal with the understaffing we are experiencing?
- √ We do not have a District view!
- √ The work with the Ministries is a 'two way street'.

The Strategic Framework

The Strategic Framework for the organization was reviewed and laid out generically in a reference guide (see Appendix 2). The key elements of a Strategic Plan were reviewed and discussed, as were concepts of alignment and performance measurement. The following areas were discussed: mandate, mission, vision, values/corporate culture, strategic directions/objectives, strategic initiatives, action plans and performance measurements. The facilitators introduced the concept of the Balanced Scorecard for the organization's consideration to broaden the scope and focus of the areas for evaluation and measurement (Appendix 3).

The process of developing the inputs for the organization's Strategic Plan utilized smaller group discussions and inputs. There is an existing Mission Statement and the group revisited this later in the day. The revised Mission Statement is shown below.

Existing Mission Statement:

The Kenora District Services Board is committed to the provision of quality district wide services through good governance and innovative Leadership.

Revised Mission Statement

Committed to the provision of effective and efficient district wide services that support its individuals, families and communities in reaching their full potential.

Building Consensus

To ensure an effective level of discussion and input, there was a definition for building consensus in the group. The following definition is useful for building consensus:

I have had a chance to express my views and/or feelings. I believe I have been heard and understood. If I were on my own, I would agree with this decision at least 70% of the way. Since I have had the opportunity to influence others and truly feel that they understood what I think/feel, I will be 100% committed to this group's decision.

Establishing a Vision

The 2014 Press Release

The planning session utilized small groups to discuss and present their version of the KDSB Press Release for the media on the 2014 Annual Report.

Group One inputs:

- √ Success in integration (one stop shop)
- √ Economic development to create social change
- √ Less dependency on Ontario Works (employment skills are developed and there is a migration of case loads)

- √ Continuing Needs – upgraded/changes to seniors housing and supportive housing for homelessness
- √ Communications improvements – general public know who we are and what we do (there is also a new logo)
- √ There is improved Human Resource and Information Technologies support
- √ There is greater government collaboration and awareness of needs
- √ There are new and exciting partnerships underway to improve and expand service delivery.
- √ There is a high level of teamwork and commitment to the organization – proud of accomplishments.

Group Two broke it down by department as follows:

Ontario Works

- √ 'One stop shopping' locations throughout the region
- √ Enhanced economic initiatives result in reduced caseloads

Childcare

- √ Transition of delivery of some ages to Ministry of Education – resulting from clear direction from the Province

Social Housing

- √ Upgrades to existing stock at 75%
- √ Reduction of waiting list for housing through creation of a number of new units
- √ All the recommendations in the Housing Report (2009) have been addressed
- √ Increase in the number of seniors housing units

Land Ambulance

- √ There is a new base in Kenora
- √ There is a new base in Vermillion Bay
- √ Received a training development position
- √ Resolved the patient transfer issue
- √ There are enhanced partnerships throughout the region

Finance and Administration

- √ There is a new Human Resource position
- √ Governance model is in place and working well
- √ The Strategic Plan has been updated
- √ There are new relationship agreements with First Nations
- √ Continued public marketing plan to address services provided (Marketing and communications plan)
- √ Have a succession plan in place

Homelessness

- √ Clarity of who has primary responsibility for delivery (role clarity for KDSB)

Group Three's release:

The KDSB completed the **full integration of services** and opened contact points/offices in all of the nine municipalities as well as outreach stations in smaller villages in the unincorporated areas. There is a well received and convenient one point access and 'one application' for all programs and funding envelopes.

The five year **communications/branding strategy** adopted by KDSB has created an awareness as well as appreciation and ownership by the public at large. There is also a wonderful level of engagement of all the staff as well as the Board and the public at large.

There is a shift from the public seeing the services as a drain on the financial resources **to an investment in human resources** in this great region.

Group Four identified the following:

Housing - reduced the waiting list by 20% through the integration with Ontario Works (getting clients jobs and therefore allowing them to move out of social housing). The reduced wait list and facility improvements provided housing accommodation to seniors, families and single units.

Land Ambulance - Reduce response times (district) through redistribution of existing resources and additional support to outside emergency response agencies. There has been continued medical response and transport of patients while achieving all response time targets.

Ontario Works – Reduced caseloads through increased employment placements that have resulted through improved incentive programs and placement strategies.

Childcare – Childcare spaces fully utilized allowing parents to access employment.

Group Five identified the following:

Housing

- √ All units are safe and geared to income
- √ Senior housing in all communities

Land Ambulance

- √ Reached 3rd anniversary of west base
- √ 100% of funding from Ontario but with KDSB controls

Ontario Works

- √ seen as an employment service
- √ 50% of clients are employed
- √ 100% are at least part time employed
- √ 100% are offered a job

Childcare

- √ Integrated services with education partnership

General

- √ KDSB offices in all communities for services – one stop shopping

The Vision

KDSB and its partners are recognized for supporting the district's individuals, families and communities in reaching their full potential through the *provision of easily accessible, integrated district wide 'people services'* that maintain *dignity, safety and security* - enabling *healthier lives and contributing to caring communities*.

Values for KDSB

There was discussion on corporate culture and service companies that the group identified as having a positive culture in the workplace. This included discussion on Tim Horton's and their camps as well as service organizations such as the Lions Club and United Way. These organizations are all very successful and make a difference in the lives of people they serve, their families as well as the communities and their employees. Reference was made to the Healthy Workplace (see Appendix 4).

The group considered the Organization Values. The following nine were identified:

Respect

- √ Maintaining dignity
- √ Uniqueness – diversity
- √ Non judgmental

Safety

- √ Maintaining safety and security
- √ Non-threatening

Effectiveness

- √ Doing the right things
- √ Integration

Efficiency

- √ Doing things right
- √ Cost effective

Personal Growth

- √ Reaching full potential
- √ Enhanced quality of life
- √ Integration – cross training

Partnerships

- √ Building capacity
- √ Working together
- √ Share risk taking

Caring/Compassion

- √ Meets the needs of constituents
- √ Listening to individuals, families, and communities
- √ Accept people as they are

Fairness

- √ Whole district
- √ General population
- √ Consistency

Attitude

- √ Have a 'can do' attitude
- √ Positive and supportive

Marketing and Communications

The area of communications is one of the areas of concern and additional discussion on the topic examined internal communications, external communications/public awareness and the overall brand.

Challenges	Ideas
Lack of awareness	<ul style="list-style-type: none"> √ Media releases on a regular basis - tell the good news √ Quarterly community report - \$28 million investment in district - get government approval on all \$ for infrastructure √ Establish a spokesperson √ Develop a canned presentation - get out to Municipalities and organizations like Rotary, Lions
3 rd party credibility	<ul style="list-style-type: none"> √ Undertake an Economic Impact Study √ Regular schedule of contact with municipalities and unincorporated areas
The overall Brand	<ul style="list-style-type: none"> √ Re-brand the organization - KDSB has not caught on – ie Ontario Works is very good! √ The Northwest EMS and their crests had an immediate impact on ownership and staff pride √ Do this with specialists – not internal
Getting the message out	<ul style="list-style-type: none"> √ Staff/Board development - become Ambassadors √ Become media savvy
Negative perspective	<ul style="list-style-type: none"> √ Start to change this with positive messaging √ Recognition of the funding and its investment in the communities
Advocacy/lobbying	<ul style="list-style-type: none"> √ Need a plan - \$25K is available √ Communicating needs 'Up' politically √ Develop an advocacy and lobbying strategy – use budget effectively on the areas that need addressing
Internal awareness and team building	<ul style="list-style-type: none"> √ Bring all areas together for social occasion like a BBQ (like Ontario Works - learned who they worked with and the broader roles) - by community or area? √ Establish outreach with 'feel good' programs that staff get behind like "adopt a family" at Christmas
Organization focus	<ul style="list-style-type: none"> √ Establish Marketing and Communications Committee √ Develop a Marketing and Communications Plan
Client satisfaction/feedback	<ul style="list-style-type: none"> √ Need to establish a feedback mechanism √ Consider a client survey √ Answer the phone with a live person where possible
Client access through Website and IT solutions	<ul style="list-style-type: none"> √ Upgrade website - need more pictures as well √ Resolve and establish an improved database platform √ Monitor pilot project on "electronic forms" and consider establishing in the next year or so
Get connected with Partners	<ul style="list-style-type: none"> √ Need to establish benefits for all parties

Key Service Delivery Areas

Ambulance/EMS

- √ Need to be there.
- √ Integration potential
- √ Public safety
 - Limited resources and back-up (call may take resources out of district or community – i.e. Transfer from Kenora to Winnipeg)
- √ Response times
 - 1996 standards
 - October 2010 – indicate how quickly we can respond with “we will...” statements OR do we offer no guarantees?
- √ Service gaps throughout region – not optimal service coverage on a district basis

Finance and Administration

- √ One office for community for all services
- √ Admin support to Board and staff
- √ Pension and disability need regular oversight
- √ Employee Assistance Program needs to be established
- √ 200 employees to deal with - need team development and orientation
 - Integration
 - IT
 - Human resource support
- √ Need to tell government and Ministries what is needed in the communities
- √ Who should be the lobbyist/advocate? Often most effective as multi-group voice.

Child Care

- √ Staffing in right locations
- √ Integrated services with education partnerships
- √ Awareness of eligibility
- √ Fee subsidy management (child care)
- √ Funding (federal program)
- √ ECE training
- √ Federal/Provincial government differences
- √ School and child care philosophical differences
- √ Closures? All centres at risk if no more ‘best start’ \$

Ontario Works

- √ Increased caseload
- √ One stop shop

- √ Lag time between receiving info into system and clients receiving cheques
- √ Caseload shifts – front line people in right places (Kenora used to be 60% of cases; now 60% is outside of Kenora)
- √ Finding ways to be in the communities: integration and partnerships - private sector opportunities for jobs
- √ The model now does provide more flexibility and adaptability

Social Housing

- √ Provide to seniors
- √ Ensure service levels are as per regulations
- √ Non-profits are getting out of the business
- √ \$150 million in assets in the housing inventory yet it is not the right housing!
- √ Functional obsolescence – need capital to upgrade and retrofit
- √ Dealing with energy costs - must reduce the energy footprint but geothermal is expensive
- √ Reduce waiting lists
- √ Ensure all units are safe and geared to income
- √ Social housing – people often have other needs (mental and physical)
- √ Partnerships are important
- √ Conduct social housing needs survey in each community

Homelessness

- √ Need to work with other agencies - need to address root causes
- √ No one's mandate – different situations
- √ Note the three different stages (only deal with the last two):
 - On the street
 - Couch surfing
 - About to become homeless (ie place to become condemned)
- √ Needs to be on the KDSB agenda
- √ Will be an issue in every community
- √ KDSB enables the Red Lake shelter to operate

Strategic Directions 2010 – 2014

The Strategic Directions that have emerged from the planning session are:

1. Integration

- √ One stop shop locations – consider a pilot site (Dryden?)
- √ Cross utilization/training

2. Marketing and Communications Plan

- √ Internal and external communication improvements
- √ Economic impacts of KDSB services - \$42 million (\$14 million is local and \$28 million that Province invests in the region)
- √ Branding - develop new and recognizable brand
- √ Connection with Municipalities and communities (presentation)
- √ Advocacy and lobbying plan - acknowledge government support
- √ Consider a marketing and communications committee

3. Partnership Development

- √ Building capacity
- √ Improve availability and access
- √ Role clarity and responsibilities (with partners and Board)
- √ Political alliances for advocacy

4. Organization Continuity

- √ Succession planning - Board and staff succession
- √ Risk assessment (natural disaster and other issues)
- √ Budget for discretionary funds for proactively addressing shifts in the region
- √ Establish Board orientation program
- √ Coverage for maternity and parental leave

5. Information Management

- √ IT solutions to support the geographic and database challenges
- √ Forms – online and integrated data entry
- √ Paperless efforts – environment
- √ Phones - a real person to offer service and support
- √ Team development

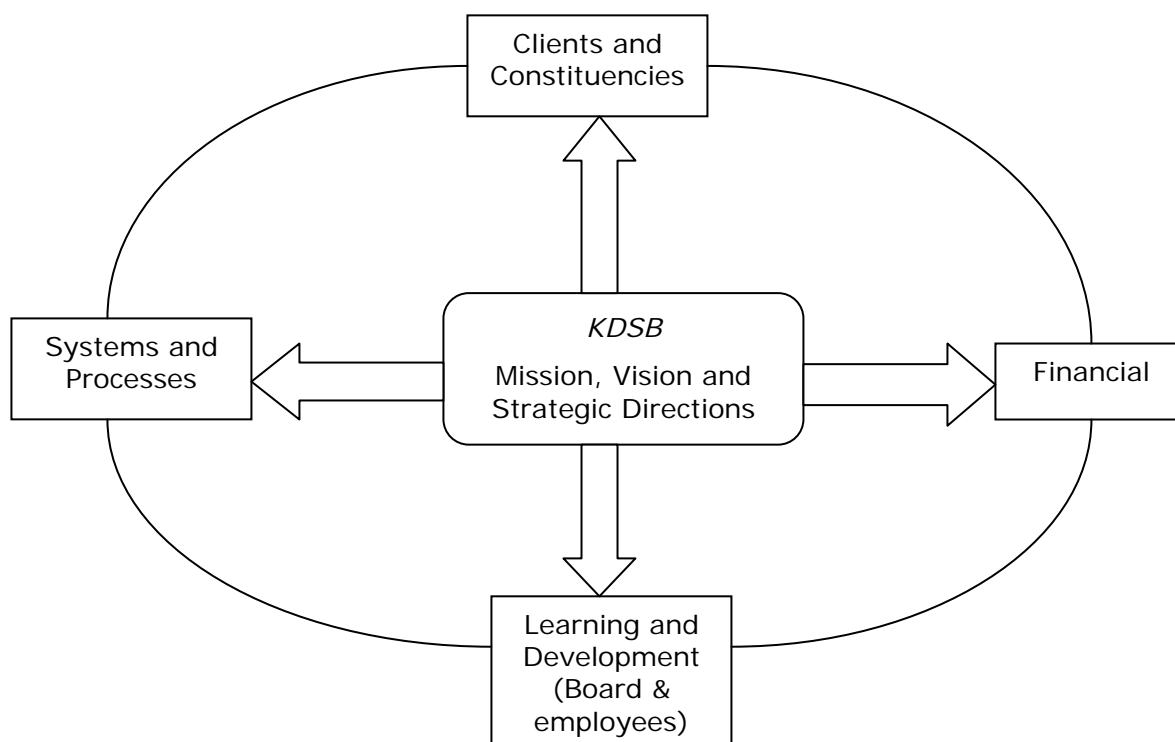
In summary, these Directions and the associated Initiatives will guide the organization in moving toward its vision while improving its performance and awareness in the region.

Performance measurement

The Balanced Scorecard

The introduction to the Balance Scorecard approach (Appendix 5) in performance measurement was made for the organization as a management tool for executing its Strategic Directions. It is a multi-dimensional process to measure performance and align the actions of the organization and its employees against its Mission, Vision and Strategic Directions.

Four perspectives for balance in performance and growth: 1) client/constituencies, 2) process/systems, 3) Learning and development (Board and employees) and 4) financial.



The Strategic Plan and its specific Directions and initiatives will drive the Operating/Action Plan that will be reviewed annually. The annual priorities and appropriate measurable outcomes will be defined each year to ensure alignment with the strategic directions and the four critical perspectives.

The move to the Balanced Scorecard will centre on the strategic positioning of the Organization and ensure that it is addressing the four critical perspectives noted above for a healthy and sustainable progression in meeting the needs of the district's individuals, families and communities. The elements will require regular review and monitoring by the Board.

The Client/Constituency Perspective

The success indicators on the five Strategic Directions from the client/constituency perspective are:

Integration

√ Simplified access

- √ Greater client satisfaction
- √ File completion – follow ups and referrals made (electronically monitored)

Marketing and Communications Plan

- √ Implement schedule of meetings with municipalities, unincorporated areas and other interest groups
- √ Provide regular media exposure on programs and information on services
- √ Establish a positive 'street talk' approach and feedback

Partnership Development

- √ Increased capacity to offer programs where there are none today

Organization Continuity

- √ Role clarification and responsibilities for transparency
- √ Service continuity regardless of changes to Board, staff, government

Information Management

- √ Social assistance of all kinds with on-line applications

The Systems and Processes Perspective

The success indicators on the five Strategic Directions from the systems and processes perspective are:

Integration

- √ Identify information sharing barriers (centralized intake)
- √ Take notes from those already using a 'one stop' approach
- √ Establish a trial site (perhaps easiest from Dryden?)
- √ Improve the IT systems management (centralized location)

Marketing and Communications Plan

- √ Establish a budget
- √ Review roles and responsibilities - do we need a committee?
- √ Establish a media approach - What media do we use?
- √ Develop a marketing and communications plan
- √ Establish timelines and targets
- √ Re-brand the organization
- √ Develop a website portal for client interface

Partnership Development

- √ Define who the partner possibilities are
- √ Develop key alliances
- √ Identify partnerships that are political vs service delivery
- √ Link with DSSAB's

Organization Continuity

- √ Build a healthy and vibrant organization
- √ Develop Policies and plans for HR, IT and EAP
- √ Identify financial resources to support change
- √ Build from within the district and the organization where possible

Information Management

- √ Identify needs and the risks
- √ Develop both an IT policy as well as an IT Plan

The Learning and Development Perspective

The success indicators on the five Strategic Directions from the learning and development perspective are:

Integration

- √ Establish training programs and cross training with other areas
- √ Establish the one stop locations in a safe and secure manner for staff
- √ Determine the approach to coverage in one stop locations (holidays, etc)

Marketing and Communications Plan

- √ Staff and Board must feel they can contribute to the message
- √ Consistent delivery of message
- √ Staff involvement on message delivery to Councils and communities
- √ Continue to work on strengthening communications between Board and staff

Partnership Development

- √ Determine the Inter and the Intra partnerships for program delivery
- √ Improve the daily contact with service providers on client issues

Organization Continuity

- √ Fairness on service delivery approach
- √ Ability to access training for self improvement
- √ Improved knowledge on Emergency procedures
- √ Establish improved two way flow of inputs (top down AND bottom up)

Information Management

- √ Training in the IT system approach and tools
- √ Back-up in IT support - contract employee?

The Financial Perspective

The success indicators on the five Strategic Directions from the financial perspective (*it is noted that these were not generated by the group and the consultants have input some success indicators to start the conversation*):

Integration

- √ Develop a transition budget for the establishment of a pilot site
- √ Establish a cost centre budget approach that links to the integrated 'service centres' with department roll up (rather than by department only – silo approach)

Marketing and Communications Plan

- √ Establish a marketing and communications budget
- √ Consider the cost of conducting an economic impact study
- √ Include a review of demographics and shifting trends in the regional marketplace

Partnership Development

- √ Identify where there are space/services 'sharing' opportunities and develop opportunity cost scenarios in future integrated locations
- √ Budget for travel and meetings to negotiate and develop partnerships

Organization Continuity

- √ Budget for staff resource in HR
- √ Develop improved risk management procedures and review process
- √ Revisit the Governance and Board support

Information Management

- √ Ensure there is IT budget (either contract or staff support)
- √ Budget for the conversion to interactive website and online forms environment

Key Outcomes

There was additional work related to the Organization Strategic Framework at the second planning session and it identified high level Outcomes for KDSB to address in focusing its efforts on areas that will move it closer to the Vision state.

The discussion resulted in the following four Outcomes being identified for KDSB to pursue.

Outcomes:

- √ Increased percentage of caseloads in Ontario Works become employed;
- √ Provide the right mix of social housing: complete housing needs survey in district; Gain access to phase 2 funding of housing initiative;
- √ Provide shelter for anybody in need (need decision on homelessness);
- √ Build community confidence and comfort about the KDSB services and programs;

Summary Comments

The session facilitators asked the planning session participants to complete the sentence: ***The thing that struck me as most important today was***

The following inputs were received:

- √ The frank exchange of communication between Board of Program Directors and senior management
- √ The concept of team and degree of comfort within the groups and during the plenary discussions
- √ A recognition of the need to work as one team and not as separate service entities
- √ The fact that we need to incorporate our governance report with a long range plan. We can't effectively plan if we don't include or know the rules related to governance.
- √ The emphasis on the KDSB as a people service and that all our values, procedures, etc. must reflect that it is for people that are vulnerable
- √ The discussion around the values
- √ Establishment of draft values and the vision statement
- √ The common themes that emerge among the individuals in the groups
- √ The overlapping of ideas, commonality there was between groups
- √ We have to educate public on the role of KDSB – also how to overcome distances and limited equipment
- √ All the info from the group was ideas that can move us in the right direction
- √ The sharing/accepting of new concepts/new models/new processes
- √ The group's ability to acknowledge any weaknesses to move onwards and upward with the basic elements of respect and dignity

The Consultant's also asked about the things that the group appreciated in the planning session and things that they would do differently.

Things appreciated:

- √ The process of Strategic planning has started
- √ The flexibility (e.g. going outside for group work)
- √ All expressed their feelings without judgement
- √ Variety of workshop activities
- √ Time management of exercises
- √ Framework for Strategic Plan
- √ Timing of process – time for sober second thoughts
- √ Collegiality
- √ Openness, frankness and honesty
- √ Set up of the room and having the group work together
- √ The Press Release – everywhere in the region

- √ Better understanding of each other
- √ Working cohesively as a team/unit
- √ Including the Program Directors (staff) in the planning session – they are an important part and should be in the Board meetings as well

Do differently:

- √ Change group composition more frequently
- √ More comfortable chairs
- √ Build some 'team building' into orientation
- √ Have social time with everyone

Appendix 1 - Strategic Planning Session Agenda

Day 1 Agenda

Introduction (8:30 am)

Chairman/CAO Opening Comments

Facilitators' Opening Comments - Overview and rules of the day and Objectives

What makes the *Kenora District* great and what makes a team great? (8:45 am)

Plenary discussion about the attributes of great teams – does the best talent assure success?

Where we are today...what you told us (9:00 am)

PowerPoint summary pre-session interviews (Board & staff) – SWOT and challenges

Areas of concern? Any surprises?

Coffee/stretch break (10:15 am)

Strategy and Critical Planning Concepts – What, why and how? (10:30 am)

Strategy and organizational alignment overview:

Mission, Vision, Values, Strategic Directions, Business Planning, Operational Plans, and Balanced Scorecard

Facilitators will provide a brief overview and highlighting of the Strategic Areas of Focus and role of the Board in setting Strategic Direction;

Setting the Vision (11:30 am)

The KDSB has celebrated another year of serving the Region's citizens - how would you write the KDSB press release to accompany the Annual Report and AGM in 2014?

Mid-Day Assessment: Check – in (12:15 pm) and lunch

Setting the Vision - Part 2 (1:00 pm)

Plenary discussion will discuss the inputs prior to lunch and we will work on a Vision Statement.

Corporate Culture/values – it doesn't need a plaque on a wall (1:30 pm)

Plenary discussion on corporate culture. Hand-out on the healthy workplace; Start identifying the values for the Organization - exercise to follow.

Table group exercise 1 (2:00 – 2:45 pm): *In your assigned groups you will discuss and summarize your discussion on the Vision covering the following areas:*

To achieve the Vision what do we need to 1) keep on doing; and 2) what do we need to do differently? Also does the Mission Statement clearly define your purpose?

Report back in and compare your findings

Coffee/stretch break (2:45 pm)

Table group exercise 2 (3:00 - 3:45 pm): *The groups will consider 1) the values for the organization, 2) the challenge of service delivery in a large region, and 3) consider service delivery improvements that reflect the values.*

Report back in and compare your findings

The Key Service Delivery areas and Challenges (3:45 – 4:15 pm)

Plenary discussion to review and discuss the key areas of service delivery for focus and attention in 2010.

Summary/wrap-up (4:15 – 4:30 pm)

What did we accomplish so far?

Complete the sentence: ***The thing that struck me as most important today was***

Please turn your sentence into the facilitators before leaving today. Thank you.

Adjournment (4:30 pm)

Free time (4:30 – 6:00 pm)

Dinner (6:00 – 7:30 pm)

Evening Planning Session

Begin the work on the 'Building the Brand'. Looking at both the External and Internal communications areas for attention and address.

Day 2 Agenda

Day 2 Opening comments and morning plenary exercise (8:30 am)

Follow up on Mission, Vision and Values – do we need to do anything? (8:45 am)

Are we ready to recommend some changes? If so, can we simplify? How do we best roll-out to be meaningful?

The Action Plan Framework - the core of the Strategic Plan (9:00 – 9:15 am)

The Logic Model – hand-out

Plenary discussion on the elements of the Action Plan framework and the flow

Strategic Areas of focus - Developing Strategic Themes (9:15 - 10:15 am)

Plenary discussion to identify/clarify the priorities and opportunities and cluster them into Strategic Themes - where are our major priority areas and opportunities that make a difference for the organization?

Working Coffee during session (10:15 am)

Setting the Course – Strategic Directions (10:20 - 11:15 am)

Table group discussion: Each group will assess all priority areas and opportunities associated with the Strategic themes and weigh each (low, medium, high) against:

- a) risk assessment;
- b) alignment with Mandate(s), Mission, the “stretch goal” vision, core values/culture;
- c) do-ability (ease of implementation);
- d) timing: i) short term (2010); medium term (2011 – 12); long term (beyond 2013);

Report back in on your findings

The Strategic Directions - a different perspective (11:15 - noon)

The table groups will look at all the filtered priority areas and opportunities associated with the Strategic Directions and consider what indicates success - but from ***three different perspectives (the balanced scorecard integration – we won't look at the financial perspective at this time):***

1) process/systems; 2) constituents/clients; 3) employees;

Report back in on your findings

Mid-Day Assessment: Check – in (12:00 pm) and lunch

Identifying the gaps (1:00 – 2:00 pm)

Table groups - get back with your groups and discuss the Strategic Directions and associated initiatives as well as their resource requirements, responsibilities, and gaps in current ability to deliver. Flag any organizational impacts (form follows function)?

Report back in on your findings

Performance measurement and evaluation (2:00 – 3:00 pm)

Plenary group discussion on each Strategic initiative with a measurement element, target/outcome, action item and responsibility assigned. Ensure alignment of the Directions and initiatives with the Strategic Themes/areas of focus emerging.

Summary/wrap-up (3:00 - 3:15 pm)

What did we accomplish so far?

Recap outputs;

Next steps - follow-up

Table Group Discussions

Table Group Assignments - assigned groups

The table groups will allow all members of the team to have input and allow us collectively to address a wide range of issues and challenges effectively. You will have 30 minutes for each exercise followed by each group reporting back in for reaction and discussion. **Be respectful of each other** and allow all members to express their opinions. This is a starting point – not the end point. In your summaries, aim for 4 or 5 solid ideas that your group feels are worth further discussion with the larger group. **Be respectful of your time – it will go quickly.**

Table Group 1

Rory McMillan – Table Leader
Jack McKenzie
Ray Leray
Joyce Timpson
Toni Thurbide - Table Scribe
Peter Marshall

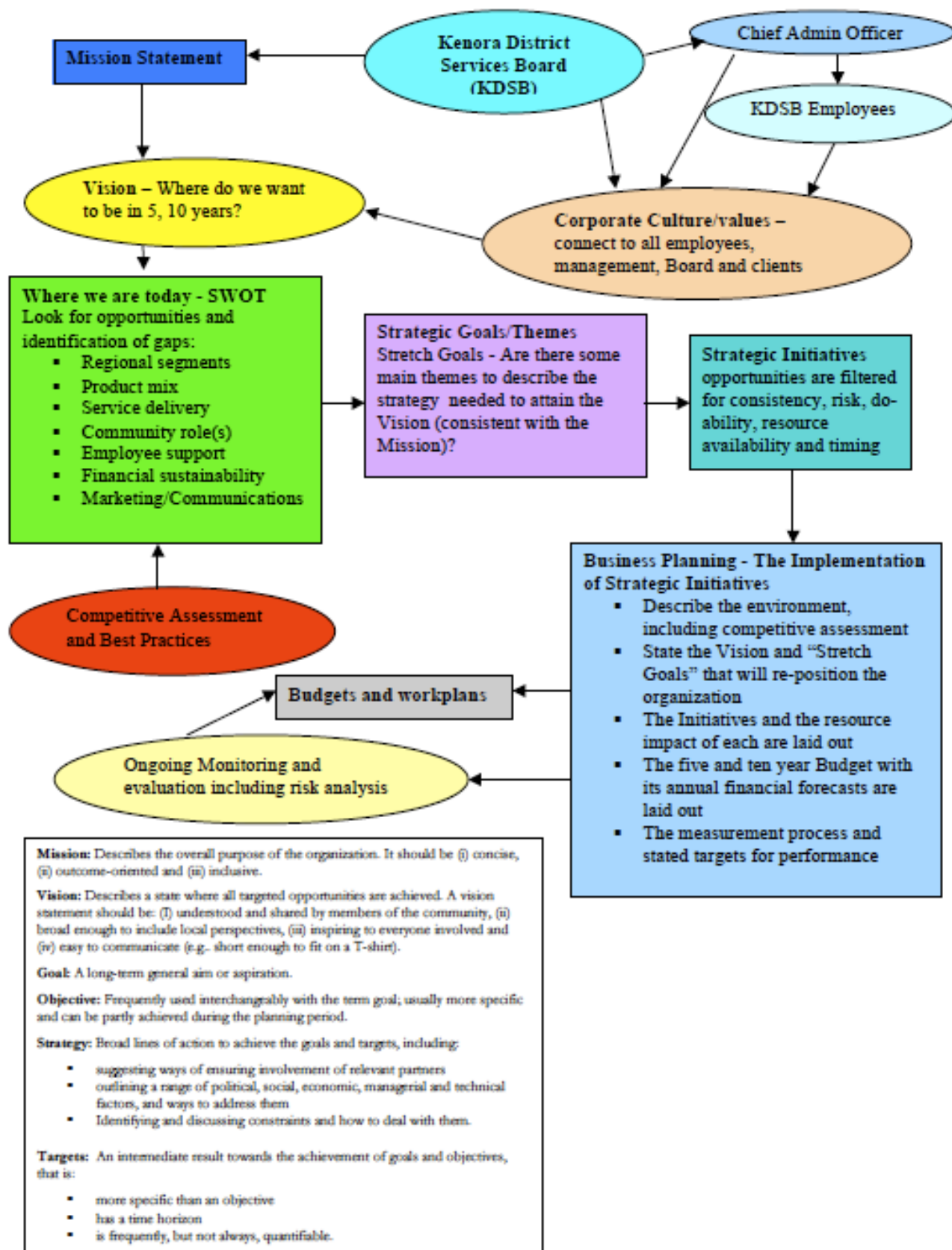
Table Group 2

Bill Thompson - Table Leader
Phil Vinet
Kim Thain
Dianne Loubier
Dianne Apland - Table Scribe

Table Group 3

Garry Parkes - Table Leader
Anne Krassilowsky
Bill Blower
Ken Pride
Adrian De Porto – Table Scribe
Sten Lif

Appendix 2 - The Strategic Framework



Appendix 3 - The Vision Statement Inputs

Group 1A – The mandated services provided by the KDSB do address the uniqueness within the district in a cost effective way.

Group 1B – KDSB is providing to the general population of the Kenora District: social housing, childcare, Ontario Works, and land ambulance services.

Group 2 – The KDSB provides effective and efficient services in the Kenora District in a manner that meets the needs of its constituents and embraces the quality of life for all.

Group 3 - To support individuals, families and communities to reach their full potential in a respectful, non-threatening environment.

Group 4 – Providing social services to the community maintaining safety, security and dignity to all served.

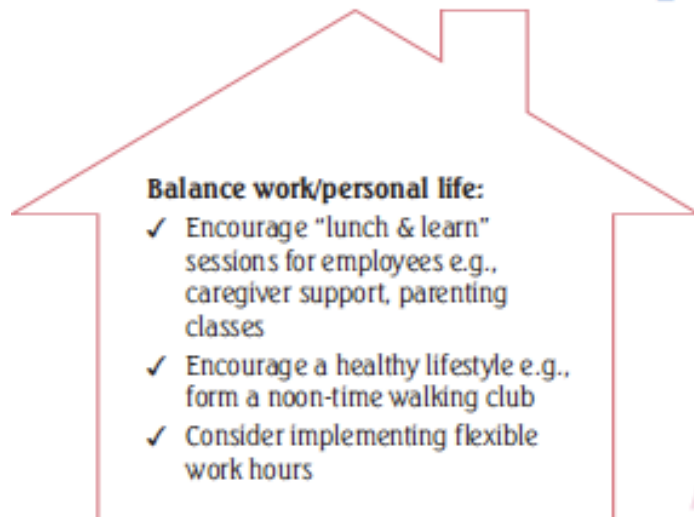
Facilitator's version - KDSB and its partners provide services that work – enabling people to live healthier lives and building caring communities.

Appendix 4 - The Healthy Workplace



“WORKING TOGETHER...”

Workplace Tips to Provide Employee Support



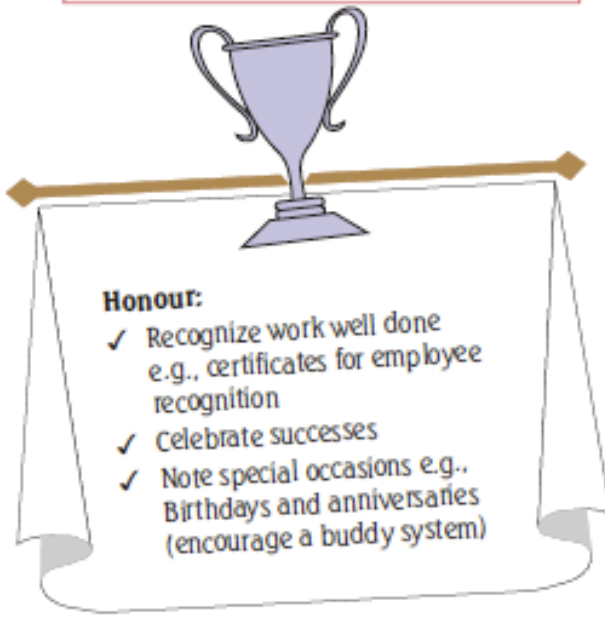
Balance work/personal life:

- ✓ Encourage “lunch & learn” sessions for employees e.g., caregiver support, parenting classes
- ✓ Encourage a healthy lifestyle e.g., form a noon-time walking club
- ✓ Consider implementing flexible work hours



Communicate:

- ✓ Use a bulletin board to promote training opportunities and upcoming events
- ✓ Keep in touch with staff who are on extended leave
- ✓ Use a suggestion box




Honour:

- ✓ Recognize work well done e.g., certificates for employee recognition
- ✓ Celebrate successes
- ✓ Note special occasions e.g., Birthdays and anniversaries (encourage a buddy system)

Provide a Healthy Workplace Environment:

- ✓ Value your Health & Safety Committee, (a Health & Safety Committee is necessary when there are 20 or more employees in a workplace).
- ✓ Develop healthy workplace policies, e.g., no smoking
- ✓ Explore the benefits of Employee Assistance Programs (EAP)



Appendix 5 - The Balanced Scorecard

Performance Measurement and the Need for a Balanced Scorecard

“When you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind.”

—William Thompson (Lord Kelvin), 1824—1907

“Not everything that can be counted counts, and not everything that counts can be counted” -
Albert Einstein

The Balanced Scorecard assists organizations in overcoming two key issues: effective organizational performance measurement and implementing strategy. The Balanced Scorecard was born from a research study conducted in 1990 and has since become a critical business tool for thousands of organizations around the globe.

While we are discussing sound bites, let’s include one from the person many consider the greatest management thinker of our time, Peter Drucker. He suggests that few factors are as important to the performance of an organization as measurement, and measurement is among the weakest areas in management today.

Financial Measurement and Its Limitations

As long as business organizations have existed, the traditional method of measurement has been financial. The work of financial professionals is to be commended. As we move into the twenty-first century, however, many are questioning our almost exclusive reliance on financial measures of performance. Perhaps these measures would better serve as a means of reporting on the stewardship of funds entrusted to management’s care rather than charting the future direction of the organization.

Today’s organizational value-creating activities are not captured in the tangible, fixed assets of the organization. Instead, value rests in the ideas of people scattered throughout the firm, in customer and supplier relationships, in databases of key information, and cultures of innovation and quality. Traditional financial measures were designed to compare previous periods based on internal standards of performance. These metrics are of little assistance in providing early indications of client, quality, or employee problems or opportunities.

Driving by the rear view mirror financial measures provide an excellent review of past performance and events in the organization. They represent a coherent articulation and summary of activities of the firm in prior periods. However, this detailed financial view has no predictive power for the future. As we all know, and experience has shown, great financial results in one month, quarter, or even year are in no way indicative of future financial performance.

Tend to reinforce functional silos. Financial statements are normally prepared by functional area: Individual department statements are prepared and rolled up into the business unit’s numbers, which are ultimately compiled as part of the overall organizational picture. This approach is inconsistent with today’s organization in which much of the work is cross-functional in nature. Today, we see teams comprised of many functional areas coming together to solve pressing problems and create value in never imagined ways.

Sacrifice long-term thinking. Many change programs feature severe cost-cutting measures that may have a very positive impact on the organization’s short-term financial statements. However, these cost reduction efforts often target the long-term value-creating activities of the firm such as research and development, associate development, and customer relationship management. This focus on short-term gains at the expense of long-term value creation may lead to sub optimization of the organization’s resources.

Financial statements will remain an important tool for organizations since they ultimately determine whether improvements in customer satisfaction, quality, on-time delivery, and innovation are leading to improved financial performance. What we need is a **method of**

balancing the accuracy and integrity of our financial measures with the drivers of future financial performance of the organization.

The Strategy Story

Strategy formulation is quite possibly the most discussed and debated topic on the business landscape. For generations of business leaders the development of a winning strategy was often seen as the key differentiator of organizational success. If we accept the premise that strategy formulation is as critical in today's fast-paced, rapidly evolving business environment as it ever was, then we can move to a more fundamental issue—the effective implementation of strategy. While the development of winning strategies has never been a simple task, the successful implementation of those strategies has been a much more daunting task indeed.

The Vision Barrier

The vast majority of employees do not understand the organization's strategy. This situation sufficed at the turn of the twentieth century when value was derived from the most efficient use of physical assets, and employees were literally cogs in the great industrial wheel. However, in the information or knowledge age in which we currently exist, value is created from the intangible assets—the know-how, relationships, and cultures existing within the organization.

S.I. Hayakawa introduced a concept known as cultural lag over 50 year ago, and it goes a long way in explaining this organizational inertia. Hayakawa states, "Once people become accustomed to institutions, they eventually get to feeling that their particular institutions represent the only right and proper way of doing things. . . consequently, social organizations tend to change slowly, and—most important—they tend to exist long after the necessity for their existence has disappeared, and sometimes even when their continued existence becomes a nuisance and a danger."

The People Barrier

What gets measured gets done. When the focus is on achieving short-term financial targets, clever employees will do whatever it takes to ensure those results are achieved. This often comes at the expense of creating long-term value for the organization.

The Resource Barrier

Sixty percent of organizations don't link budgets to strategy. This finding really should not come as a surprise to us because most organizations have separate processes for budgeting and strategic planning. One group is working to forge the strategy that will lead the firm heroically into the future, while independently another group is crafting the operating and capital budgets for the coming year. The problem with this approach is that human and financial resources are once again tied to short-term financial targets and not long-term strategy.

The Management Barrier

How does your executive team spend their time during their monthly or quarterly reviews? Most organizations spend the majority of their time analyzing the financial results and looking for remedies to the 'defects' that occur when actual results do not meet budget expectations. A focus on strategy demands that executives spend their time together moving beyond the analysis of defects to a deeper understanding of the underlying value creating or destroying mechanisms in the organization.

The Balanced Scorecard as a Measurement System

We might call financial measures lag indicators. They are outcomes of actions previously taken. The Balanced Scorecard complements these lag indicators with the drivers of future economic performance, or lead indicators. But from where are these performance measures (both lag and lead) derived? The answer is your strategy. All the measures on the Balanced

Scorecard serve as translations of the organization's strategy. Many organizations have inspiring visions and compelling strategies, but are often unable to use those beautifully crafted words to align employee actions with the firm's strategic direction. The Balanced Scorecard allows an organization to translate its vision and strategies by providing a new framework, one that tells the story of the organization's strategy through the Strategic Directions/objectives and measures chosen. Rather than focusing on financial control devices that provide little in the way of guidance for long-term employee decision making, the Scorecard uses measurement as a new language to describe the key elements in the achievement of the strategy. The use of measurement is critical to the achievement of strategy. ***While the Scorecard retains financial measures, it complements them with three other, distinct perspectives: Customer, Internal Processes, and Learning and Growth.***

Client/Community Perspective

Regardless of the value discipline chosen, this perspective will normally include measures widely used today: client satisfaction, client loyalty, community awareness and satisfaction, etc. Equally as important, the organization must develop the performance drivers that will lead to improvement in these "lag" indicators of client success.

Internal Process Perspective

Our task in this perspective is to identify those processes and develop the best possible measures with which to track our progress. To satisfy client and community expectations, you may have to identify entirely new internal processes rather than focusing your efforts on the incremental improvement of existing activities. Many organizations rely heavily on supplier relationships and other third-party arrangements to effectively serve clients. In those cases you might consider developing measures in the Internal Process perspective to represent the critical elements of those relationships.

Learning and Growth Perspective

Once you identify measures and related initiatives in your Client and Internal Process perspectives, you can be certain of discovering some gaps between your current organizational infrastructure of employee skills and information systems, and the level necessary to achieve your results. The measures you design in this perspective will help you close that gap and ensure sustainable performance for the future.

Like the other perspectives of the Scorecard, we would expect a mix of core outcome (lag) measures and performance drivers (lead measures) to represent the Learning and Growth perspective. Employee skills, employee satisfaction, availability of information, and alignment could all have a place here. Many organizations struggle in the development of learning and growth measures. It is normally the last perspective to be developed and perhaps the teams are intellectually drained from their earlier efforts of developing new strategic measures, or they simply consider this perspective "soft stuff" best left to the Human Resources group.

Financial Measures

Financial measures are an important component of the Balanced Scorecard, especially in the for-profit world. The measures in this perspective tell us whether our strategy execution, which is detailed through measures chosen in the other perspectives, is leading to improved bottom-line results. We could focus all of our energy and capabilities on improving client satisfaction, quality, on-time delivery or any number of things, but without an indication of their effect on the organization's financial returns they are of limited value. Classic lagging indicators are normally encountered in the financial perspective.

Strategic Resource Allocation Overcomes the Resource Barrier

When we create a Balanced Scorecard we not only think in terms of Directions/objectives, measures, and targets for each of our four perspectives, but just as critically we must consider the initiatives or action plans we will put in place to meet our Scorecard targets. If we create long-term stretch targets for our measures, we can then consider the incremental steps along the path to their achievement. The human and financial resources necessary to achieve

Scorecard targets should form the basis for the development of the annual budgeting process. This enhances executive learning about the strategy as the group is now forced to make tough choices and trade-offs regarding which initiatives to fund and which to defer.

Strategic Learning Overcomes the Management Barrier

The Balanced Scorecard translates our vision and strategy into a coherent set of measures in four balanced perspectives. Immediately, we have more information to consider than merely financial data. The results of our Scorecard performance measures, when viewed as a coherent whole, represent the articulation of our strategy to that point and form the basis for questioning whether our results are leading us any closer to the achievement of that strategy assumption and we should be focusing on improving employee access to key information. It may take considerable time to gather sufficient data to test such correlations, but simply having managers begin to question the assumptions underlying the strategy is a major improvement over making decisions based purely on financial numbers.

The Balanced Scorecard as a Communication Tool

A well-constructed Scorecard eloquently describes your strategy and makes the vague and imprecise world of visions and strategies come alive through the clear and objective performance measures you have chosen. Sharing Scorecard results through out the organization provides employees with the opportunity to discuss the assumptions underlying the strategy, learn from any unexpected results, and dialogue on future modifications as necessary. Simply understanding the organization's strategies can unlock many hidden organizational capacities, as employees, perhaps for the first time, know where the organization is headed and how they can contribute during the journey.

Balance in the Balanced Scorecard

The concept of balance is central to this system, specifically relating to three areas:

1. Balance between financial and non financial indicators of success. The Balanced Scorecard was originally conceived to overcome the deficiencies of a reliance on financial measures of performance by balancing them with the drivers of future performance. This remains a principal tenet of the system.
2. Balance between internal and external constituents of the organization. Share holders and customers represent the external constituents expressed in the Balanced Scorecard while employees and internal processes represent internal constituents. The Balanced Scorecard recognizes the importance of balancing the occasionally contradictory needs of all these groups in effectively implementing strategy.
3. Balance between lag and lead indicators of performance. Lag indicators generally represent past performance. Lead indicators are the performance drivers that lead to the achievement of the lag indicators. They often include the measurement of processes and activities. A Scorecard should include a mix of lead and lag indicators. Lag indicators without leading measures do not communicate how targets will be achieved. Conversely, leading indicators without lag measures may demonstrate short-term improvements but don't show whether these improvements have led to improved results for clients and communities.

SUMMARY

The Balanced Scorecard assists organizations in overcoming two fundamental problems: effectively measuring organizational performance and success fully implementing strategy. Traditionally, the measurement of business has been financial; however, our reliance on financial measures of performance has come under criticism in recent years. Critics suggest that financial measures are not consistent with today's business environment, lack predictive power, reinforce functional silos, may sacrifice long-term thinking, and are not relevant to many levels of the organization. Successfully implementing strategy is another key issue facing the enterprise. Four barriers to strategy implementation exist for most organizations: a vision barrier, a people barrier, a resource barrier and a management barrier.

The Balanced Scorecard balances the historical accuracy and integrity of financial numbers with the drivers of future success. The framework enforces a discipline around strategy implementation by challenging executives to carefully translate their strategies into Directions/objectives and measureable initiatives in four balanced perspectives: Client/Community, Internal Processes, Learning and Growth, and Financial. While originally designed in 1990 as a measurement system, the Balanced Scorecard has evolved into a strategic management system and powerful communication tool for those organizations fully utilizing its many capabilities. Linking the Scorecard to key management processes such as budgeting, compensation, and alignment helps overcome the barriers to implementing strategy.

Appendix 6 - The Kenora District Services Board Logic Model

Our Mission:

Committed to the provision of effective and efficient district wide services that support its individuals, families and communities reach their full potential.

Our Vision:

KDSB and its partners are recognized for supporting the district's individuals, families and communities in reaching their full potential through the *provision of easily accessible, integrated district wide 'people services'* that maintain *dignity, safety and security* - enabling *healthier lives and contributing to caring communities.*

Our values:

Respect

- √ Maintaining dignity
- √ Uniqueness – diversity
- √ Non judgmental

Safety

- √ Maintaining safety and security
- √ Non-threatening

Effectiveness

- √ Doing the right things
- √ Integration

Efficiency

- √ Doing things right
- √ Cost effective

Personal Growth

- √ Reaching full potential
- √ Enhanced quality of life
- √ Integration – cross training

Partnerships

- √ Building capacity
- √ Working together
- √ Share risk taking

Caring/Compassion

- √ Meets the needs of constituents
- √ Listening to individuals, families, and communities
- √ Accept people as they are

Fairness

- √ Whole district
- √ General population
- √ Consistency

Attitude

- √ Have a 'can do' attitude
- √ Positive and supportive

Primary Constituents/clients:

Individuals, families & communities in Northwestern Ontario within the Kenora District

Essential Partners:

- √ Government (Provincial, Municipal and Federal)
- √ Not for profits
- √ Private sector
- √ Media

Our Strategic Directions:

1. Integration

- √ One stop shop locations – consider a pilot site (Dryden?)
- √ Cross utilization/training

2. Marketing and Communications Plan

- √ Internal and external communication improvements
- √ Economic impacts of KDSB services - \$42 million (\$14 million is local and \$28 million that Province invests in the region)
- √ Branding - develop new and recognizable brand
- √ Connection with Municipalities and communities (presentation)
- √ Advocacy and lobbying plan - acknowledge government support
- √ Consider a marketing and communications committee

3. Partnership Development

- √ Building capacity
- √ Improve availability and access
- √ Role clarity and responsibilities (with partners and Board)
- √ Political alliances for advocacy

4. Organization Continuity

- √ Succession planning - Board and staff succession
- √ Risk assessment (natural disaster and other issues)
- √ Budget for discretionary funds for proactively addressing shifts in the region
- √ Establish Board orientation program
- √ Coverage for maternity and paternity leave

5. Information Management

- √ IT solutions to support the geographic and database challenges
- √ Forms – online and integrated data entry
- √ Paperless efforts – environment
- √ Phones - a real person to offer service and support
- √ Team development

Final

Kenora District Services Board (KDSB)

Part II: 2010 - 2014 Strategic Plan Governance and Organization

October 19, 2009

Prepared by:



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1. Introduction

This Report is a companion to the 2010 – 2014 Strategic Plan and addresses the associated decisions and recommendations related to the Governance and Organization of the Kenora District Services Board (KDSB).

There was a second Board Planning Session held on September 9th and 10th, 2009 in Dryden, Ontario that dealt with the following objectives:

1. Review the draft Strategic Plan
 - √ Affirm the Mission, Vision and Values
 - √ Review Service Delivery Areas – are we missing anything?
 - √ Affirm the Strategic Themes/Directions for 2010 – 2014
 - √ Review the Balanced Scorecard and success factors
2. Overview on Governance and additional background
3. The Board Governance Decision
 - √ Set the structure
 - √ Board Committees – what do we need to direct and control?
 - √ Ensuring resources are aligned with Organization Priorities
 - √ Marketing and Communications role
4. Performance Measurement - Moving to an Action Plan
5. Identify next steps

All the comments and necessary edits to the draft Strategic Plan have been made in the Final Draft Strategic Plan. The session provided a good review and discussion on Governance and moved to revisit the outstanding item on reaching a Board decision on the Governance model for KDSB. This was accomplished and this structure and framework is the basis of this Report.

The Final Draft Strategic Plan is to be presented along with this companion Report at the Board meeting on October 15, 2009.

2. Board Governance – Overview

There was a review of Board Governance as a refresher for Board members to prepare the group for the discussion on its Governance Model later in the day. Some general concepts were presented and discussion took place with the full Board.

2.1 *How does a Board contribute & add value?*

If the Board disappeared for a year or two: 1) would anyone notice? 2) What would be lost? These questions were put before the Board to reflect on to ensure that the Board and its members add value. Those that would notice were seen as:

- √ Communities
- √ Partners and different levels of government
- √ Staff

The things that were seen as potentially lost would be:

- √ Lack of direction
- √ Ability to respond to unanticipated events
- √ Community accountability

2.1.1 The Key Contributions

(From: www.greatboards.org)

1. *Better high level decisions*

2. *Better organizational performance*
3. *Critical connections*
4. *Mission and values consciousness*

2.1.2 Your experiences – the good stuff!

As a Board member, when do you feel your Board work is important, interesting, exciting, fun, or makes a real contribution?

Responses included:

- √ Fun when it all comes together
- √ The planning, setting directions
- √ When there is a future focus – having Vision to influence/guide the organization, communities and government
- √ The learning through Board meeting preparation (reading, asking questions and participating in a broader district forum)
- √ When you see the health of the communities and region improving
- √ Enhancing the quality of life
- √ Expectations of participation and involvement

2.1.3 What is Governance?

There was some background on defining Governance. Some useful references are:

How you answer the key question in economics: *How do we allocate scarce resources to the most effective uses?*

Governance is ... not management one step up; rather it is ownership one step down (*John Carver*).

Corporate Governance ...is the system by which organizations are *directed and controlled*.

2.1.4 Seven Guiding Questions

From: *Distinguishing Governance from Management* by Barry S. Bader

1. Is it big?
2. Is it about the future?
3. Is it core to the Mission?
4. Is it a high level policy decision needed to resolve a situation?
5. Is a red flag flying?
6. Is a watchdog watching?
7. Does the CEO want and need the Board's support?

2.1.5 Other Important Principles for Good Governance

- √ Exemplary conduct
- √ Mission driven
- √ Streamlined
- √ Competency based
- √ Value-added work
- √ Continuous self-renewal

2.1.6 Key Questions for KDSB

- √ How do you/will you advance the Mission and Vision?

- √ What does accountability really mean for your organization?
- √ Are you clear about roles and responsibilities?
- √ How do you/will you monitor performance?

2.2 The Four Pillars of Good Governance



2.2.1 Stewardship

Stewardship is to hold something in trust for another, the willingness to be accountable for the well-being of the larger organization by *operating in service* rather than in control of those around us.

An effective Board:

- √ Has a clear understanding of the organization's goals
- √ Sets agreed upon priorities
- √ Is clear on who it is the Board represents
- √ Establishes and maintains appropriate relationships with other organizations

2.2.2 Leadership

"Leadership is the capacity to translate Vision into Reality." Warren G. Bennis

An effective Board:

- √ Is clear on Board responsibilities
- √ Is effectively organized
- √ Has a clear relationship with the CEO

2.2.3 Responsibility

An effective Board:

- √ Has Board members who are committed to the organization
- √ Makes policy decisions
- √ Modifies or changes recommendations made to the Board by staff as necessary

2.2.4 Accountability

An effective Board:

- √ Is accountable for the organization's effectiveness
- √ Has the appropriate information to make decisions

2.3 Board and Management Roles

In reviewing the roles prior to considering the model for KDSB, there was some general discussion on the roles. The following quote was referred to as a valuable guide:

"An understanding of the difference between governance and management rests on the cornerstone of fiduciary responsibility. Just as corporate Boards are accountable to shareholders, the governing body of a not-for-profit organization has a fiduciary responsibility to see that the organization is acting in the best interests of the public, and more specifically the stakeholders who are served by the organization's mission." By Barry S. Bader

2.3.1 Board's Roles & Responsibilities

The typical Board roles should include the following:

- √ Select, evaluate, and support the CEO.
- √ Delegate authority to the CEO.
- √ Approve high-level organizational goals and policies.
- √ Make major decisions.
- √ Oversee management and organizational performance
- √ Act as external advocates and diplomats in public policy, fundraising, and stakeholder/community relations
- √ Establish Governance framework
- √ Financial – Audit roles, including annual reporting
- √ Task Forces – Projects
- √ Setting direction through a planning process
 - Mission, Vision, Values
 - Strategic Plan
 - Goals and Objectives
 - Program/Business Plan

2.3.2 Management roles

The typical Management roles should include the following:

- √ Run the organization in line with Board direction.
- √ Keep the Board educated and informed, bring recommendations, and mobilize Board Directors to leverage their external connections to support the organization.
- √ Seek the Board's counsel
- √ Recommend goals and policies, supported by background information.
- √ Frame decisions in the context of the Mission and strategic Vision, and bring the board well-documented recommendations
- √ Bring the Board timely information in concise, contextual, or comparative formats.
- √ Communicate with candor and transparency.
- √ Be responsive to requests for additional information.

2.4 Board Risk Management Basics

Any organization faces several different types of risk including: Environment risk, Legal liability – financial, Catastrophic loss, Political risk, Economic – funding, Reputation, Strategic and Leadership Risks, Business Process Risks, Operational, Integrity, Information Technology, Financial, Labour and Legal.

Managing risk involves all of the following: Sound practices; Emergency/contingency response plans e.g. IT plan; Regular meetings with minutes; Code of Ethics; Policies especially conflict of interest; Board training; Evaluation – of the Board, of management, of staff, of volunteers; Insurance – liability, business interruption, property, theft.

Points from the web site “Free Complete Toolkit for Boards”

2.5 Board Effectiveness

There are some basic elements of effectiveness and it is important to regularly reflect on the following areas and then look for ways to incorporate changes into the meeting and Agenda flow:

Running Effective Meetings

- What works well at your meetings?
- What needs improvement?
- Tips for more effective meetings

Board Evaluation and assessment

- Internal/Self
- External

Some of the typical areas for improvement are Board orientation, Board education and succession planning.

“When major issues recur in a Board, it usually is the fault of a dysfunctional structure (roles and policies), rather than the fault of the Board members who are struggling to operate within that dysfunctional structure”.

From *“Field Guide to Developing, Operating and Restoring Your Nonprofit Board”*

There were two additional comments/concerns expressed by a Board member to assist in the Board effectiveness and they are as follows:

1. Have the Board, through the Governance or Executive Committee, assign the representation on committees based on balance, skills and interest and put forward for Board approval; and
2. Ensure that all Board members are committed – not just in their interest but their ability to put in the time necessary. If they cannot attend, send the alternate (but that is a separate problem too);

3. The KDSB Governance Recommendations

The Kenora District Services Board had a Board Operations and Governance Review done in December 2008 by PMC Inc. The Board Executive Committee, in spring 2009, had provided to the Board an overview of Board Governance Model options and an executive summary with its recommended approach for Board Governance for Board approval. This issue had been unresolved and required immediate action to reach a decision on the Board Governance Model, associated committee structures and clarity of the roles of Board and Management.

The second planning session facilitated by Prairie Edge Management Inc. brought forward this outstanding issue and after much discussion, the following Board Governance Model was approved through consensus of the full Board.

Kenora District Services Board Governance Model		
Function	Board Role	Staff Role
Strategic Planning	<i>Prepares and approves</i>	<i>Provides input</i>
Budget	<i>Approves</i>	<i>Prepares</i>
Day to Day Operations	<i>No Role</i>	<i>Makes all mgmt decisions</i>
Review of Financial Statements	<i>Review quarterly & annual financial reports/statements (Finance/Audit Committee to review monthly)</i>	<i>Prepares financial reports that highlight variances for Board review</i>
Financial Policies	<i>Set financial policies</i>	<i>Set procedures & directives</i>
Personnel Policies	<i>Set personnel policies</i>	<i>Set procedures & directives</i>
Board Operations	<i>Set governance policies</i>	<i>CAO input</i>
Hiring of Staff	<i>Hire CAO; Board involvement at Program Director level</i>	<i>CAO responsible for hiring all other subordinate staff</i>
Staff Salaries	<i>Set global budget, CAO Salary and bargaining parameters</i>	<i>Exclusive role below CAO on non-union salaries within the global parameters</i>
Firing of Staff	<i>No role other than CAO</i>	<i>Exclusive role below CAO level</i>
Staff Evaluations	<i>Evaluate CAO against established Goals & Objectives</i>	<i>Exclusive role below CAO level</i>
Staff Grievances	<i>No role except regarding CAO</i>	<i>Exclusive role below CAO level</i>
Title of Senior Staff Person	<i>Determines title</i>	<i>CAO</i>
Board Committees	<i>Report to the full Board</i>	<i>None report to the CAO</i>
Board Manual	<i>To ensure it contains governance structure, Mission, Vision, Values, Committee Terms of Reference, legal (including bylaws, etc.) and all Policies</i>	<i>Familiar with Board Policies, and develop correlated Administrative Procedures and Directives Manual</i>
Conflict of Interest	<i>Yes – Policy on Personal Conflict (not community conflict)</i>	<i>Yes – applicable for all staff</i>
Executive Committee	<i>Yes – to deal with items delegated by the Board of a timely nature</i>	<i>N/A</i>
Board Meetings	<i>Setting direction & provide oversight through Policies and organization performance monitoring</i>	<i>Advise and support</i>

4. Board Committee Support

4.1 Assessing Existing KDSB Committees

There was some discussion about the current state of the KDSB Committee structure and comparisons with recognized traits of effective Board Committees.

Effective Committees

- √ Do Board work – not operational work
- √ Do work that facilitates decision making by the entire Board
- √ Support Strategic Priorities

KDSB Existing Committees

- √ Are operational
- √ Result in duplicated work
- √ Emasculate their senior Program Directors
- √ Promote silos rather than integration

The Board discussion reviewed the existing committee structure including the operating committees of Ontario Works/Child Care, Social Housing, Land Ambulance as well as the Executive Committee and legislated committees as required. The consensus of the Board members was that the operating committees should move away from Board leadership and hold Program Directors accountable through their attendance at all Board meetings and regular reporting on their program activities. There was some discussion about retaining the committees as advisory committees but this was not the preferred approach. The Board consensus¹ view was to create Task Forces for specific jobs associated with the operating areas where the Program Director has asked for or requested Board support on a new initiative or challenge. The Task Forces would consider membership of between 3 – 5 persons and could involve outside specific resource support to complement the Board members assigned to the Task Force.

The Board felt it was important to retain an Executive Committee although its Terms of Reference may require some revisiting. Its primary purpose was felt to be to act on behalf of the Board when time is an issue.

4.2 Other Committee Alternatives

The Board considered a new framework for Board Committees to be consistent with the Governance model and the Strategic Plan. This discussion considered the following alternatives and directions:

1. **Governance Committee (Executive Committee)** – This was agreed on as a valuable committee and would really be the Executive Committee with some new membership. This Committee would take on the role of Policy review prior to new or revised Policies coming to the full Board.
2. **Finance/Audit Committee** – this committee was seen as a vital Board area of oversight and would basically retain the existing Committee.

¹ Reaching Consensus: 70% Agreement & 100% Commitment; The following definition is useful for building consensus: *I have had a chance to express my views and/or feelings. I believe I have been heard and understood. If I were on my own, I would agree with this decision at least 70% of the way. Since I have had the opportunity to influence others and truly feel that they understood what I think/feel, I will be 100% committed to this group's decision.*

3. **Marketing and Communications support** – this area was seen as a critical first Task Force established by the Board for a one year mandate (to be reviewed as the tasks are addressed).
4. **Integration Strategy** – rather than a Task Force, the Board felt this area should properly be assigned to Management to develop a plan and approach for the organization and present it to the Board. Once the Plan is drafted it can be assessed whether there is a need for a specific Task Force to oversee the integration activities of the organization. It should be noted that there also has to be address of ensuring consistent Policy implementation throughout the region. Identification and planning support for the Pilot Project should be included in the Management Plan.
5. **Human Resource Committee** – this was seen as a Board Committee but one that would operate on an Ad Hoc basis rather than a regular schedule. There was a Board consensus that there is a requirement to hire an HR person for the organization. The areas that were discussed for scope of work included the health and safety portfolio as well as the other HR functions in need of a focused resource. There was also some discussion about this person also being the PR person but this was not agreed to.
6. **Other Task Forces related to the Operating Programs** – at the request of the Program Directors.

The Committee Structures that were agreed upon were considered for their specific roles and responsibilities with the following inputs captured at the planning session.

4.2.1 Governance Committee

Roles

The role of the Governance Committee is to develop and recommend systems and procedures that will assist the Board in effective governance and meeting its responsibilities. It will consist of at least five Directors. This Committee will also act as an Executive Committee and be delegated the decision making role in circumstances that are time critical. **Note:** Review the existing Executive Committee Terms of Reference to ensure nothing is left out.

Responsibilities

The responsibilities of the Governance Committee include:

- Primary review of Policies for the Organization on an annual basis
- Ensure there is a good planning process in place including the bi-annual and objective review of the Board Strategic Plan
- Ensure there are annual Goals and Objectives set with the CAO
- Ensure there is an annual review of the CAO's performance and recommend changes in pay and benefits.
- Provide an annual review of the information reporting requirements and information package needs of the Board and provide guidance for the CAO on what is expected.
- Recommend changes to the governance of the Corporation including the frequency of meetings and task forces as required.
- Prepare the Terms of Reference for all Task Forces for Board approval
- Ensure there is a current and effective Orientation Program for new Board members
- Oversee the smooth transition for succession planning
- Review and recommend Board education requirements and needs.
- Prepare an annual Board evaluation of its overall effectiveness including committees

Meetings

The Committee will meet at the call of the Governance Committee Chair but no fewer than 4 times per year.

4.2.2 Audit Committee

Roles

The role of the Audit Committee is to ensure that appropriate due diligence is directed towards the control, accountability and reporting functions of the Corporation, including its annual financial statements. The Audit Committee shall periodically review the Corporation's financial statements, policies and procedures and recommend to the Board of Directors whether such financial statements should be approved and if policies and procedures should be revised.

The Audit Committee is comprised of no fewer than three Board members who are not officers of the Corporation. At least one (1) member should have an accounting designation or related financial management experience. Some consideration should be given to add a financial expert from a municipality (ie a community Treasurer, outside Board or CFO).

Responsibilities

Financial

- Review and assess the annual and interim financial statements
- Review and assess quarterly financial and budget reports
- Monitor financial performance against approved budget plans including the capital plan
- Recommend changes in accounting practices including the delegation of financial authority and associated signing authorities
- Review external auditor's management letter and management's responses
- Discuss audit problems/concerns with the external auditor, CAO and Director of Finance
- Review and recommend approval of Chair and CAO "out of office" expenses for sign off by Finance Committee Chair
- Review and recommend changes to the Board Audit plan
- Review and assess key financial statement issues and risks, their impact or potential effect on reported financial information, the processes used by management to address such matters, related auditor views, and the basis for audit conclusions
- Review reports from the independent auditors concerning critical accounting policies
- Review audit adjustments made and those waived because of immateriality
- Be alert to "red flags" which may signal improper earnings, financial management, fraudulent financial reporting, misappropriation of funds or illegal acts.

Risks and Controls

- Review and assess the company's systems of internal control for detecting accounting and financial reporting errors, fraud and defalcations, legal violations, and non-compliance with the corporate code of conduct
- Review and assess company's business and financial risk management process, including the adequacy of the overall control environment and controls in selected areas representing significant risk.
- Obtain written representation from management on the strength of the company's internal controls and information systems

Auditors

- Recommend the selection of external auditors
- Review performance of auditors
- Review and recommend, in advance, all auditing and non-auditing services provided by the corporation's independent auditors
- Obtain formal written statement from the external auditor on their independence

- Ensure disagreements, if any, with management are brought to the attention of the committee

Other

- Establish procedures for confidential, anonymous submission of concerns in relation to questionable accounting and auditing matters by employees of the company (ie whistle blower).

Meetings

The Audit Committee shall meet at least six times per year and at the call of the Chair.

4.2.3 Task Forces

Role

The Board from time to time may wish to empower Task Forces to research certain situations or perform specific functions. Such Task Forces shall report findings and recommendations to the Board.

Responsibilities

To report to the Board on specific issues with which it has been tasked.

Term

All such task forces shall have a “sunset clause”. Upon completion of assigned tasks the task force shall be disbanded.

The Marketing and Communications Task Force

Role (draft for the Board to finalize)

To develop a strategy which assists the KDSB in establishing effective relations and communications with communities and constituents.

Responsibilities

- √ Support Marketing activities for the organization
- √ Communications and Media Relations oversight and support
- √ Develop and oversee the Marketing and Communications Plan and activities for KDSB
- √ Recommendations for Annual Advocacy and Lobbying activities
- √ Conduit to Municipal Councils and to the Unincorporated Areas
- √ Oversight to building the Brand
- √ Identification of Corporate Social Responsibilities (CSR) objectives

Term

The original term is for one year and it is to be reviewed at that time.

5. Homelessness Discussion

5.1 What is KDSB Role?

The planning session considered the Board role in addressing the growing homelessness issue in the District and all the communities in the region. The discussion looked at the issue from the perspective of whether there is a 'moral obligation' and if so, does KDSB participate, facilitate, and initiate or all of these? Do the communities 'think' that KDSB is responsible or should be doing something?

It was felt that there is a moral obligation to participate and the issue is only getting worse - 'We are our brother's keeper'. But it is tough to participate actively with the present lack of funding and the current situation where this is not formally in the KDSB mandate. There is presently \$68,000 in funding designated for this issue.

5.1.1 Funding

It was noted that input to the responsible Minister is needed and it must be noted that IF KDSB is going to take on a significant role and responsibility it will need sufficient funding (as it is very limited and insufficient at present). It is the Provincial taxpayers' dollars that has to fund the solution and government has to lead the issue. The Province has to decide who has the mandate and then provide the necessary associated funding.

Having some oversight of the funding is also a significant part of the issue - The Red Lake Shelter has been closed now and KDSB should have some say in how the dollars it has provided to it are used in its operation – there are \$20,000 to \$30,000 in administration at present. Donations provided can end up in the employees' homes. Tough when KDSB has no role in managing the facility and there are no standards.

There also must be caution above signing on to a per diem funding solution and ensure there is core funding provided. This is a critical point – THERE MUST BE CLARITY ABOUT THE FUNDING FORMULA. This cannot be a program download without a fully funded solution.

The funding issue is not simply the operating budgets but there is a huge capital issue that will require a solution as well.

5.1.2 Partners

Government does recognize the problem – there is a poverty initiative underway. Association of Municipalities of Ontario (AMO) has drafted a position paper on the issue. This is a political hot potato – some nights there are as many as 50% off reserve occupancy in shelters yet the federal government will only fund 'on reserve' activity. The First Nations communities and the federal government obviously need to be involved. At present, no level of government has responsibility for this growing problem and thus there is no concerted effort. There is a need to ensure that other regional organizations are all on the same page with similar messages (NOMA, KDMA).

5.1.3 Advocacy

Do we elevate the issue and put forward the KDSB as a lead organization in the solution (with the full funding formula agreed on)? It is fully anticipated that KDSB will become the responsible organization in this as it already is providing some funding. It is also a risk that something may be imposed upon KDSB if it does not do anything. KDSB should be the squeaky wheel.

If it is to formally take ownership of this area, it will require the teeth to hold delivery agencies accountable to some standards (see above re: Red Lake). The City of Toronto has shelter standards. We must maintain contact with the Minister but focus on what we CAN control: a) shaping the formula; and b) spending the dollars dedicated for homelessness appropriately.

The organization is involved on the staff side regarding practical issues already.

5.1.4 Level of Service

What level of service does KDSB provide – is it ‘pork and beans’ or steak? It is noted that the KDSB homelessness involvement cannot extend beyond providing shelter. This can be a way of life for some and there are also significant social and mental health issues associated with many that KDSB is not equipped or mandated to address. Again partners can be valuable. It also has to be noted to not go beyond shelter and create dependency from individuals.

There has to be the assurance of safety and security – not just for adults but for children too.

6. Summary and Next Steps

The Strategic Plan has created an ambitious Vision and a clear set of strategic directions for the organization over the next five years. This companion Report on the governance for the organization provides the oversight and control elements of the Board’s major functions. It provides clarity on the Board roles and those of Management/staff in the KDSB Governance Model. ***To support this Model, the Board will move to a revised committee structure that will include two standing committees, Governance/Executive and Finance/Audit, and utilize Task Forces to address other Board and organization priorities.*** There will immediately be a Task Force established in the Marketing and Communications area and its membership will need to be identified quickly. Other Task Forces may be required to support specific operating area challenges (i.e. the location of the land ambulance base, the 2nd round of funding for social housing) and the Governance Committee would prepare/draft the Terms of Reference, the recommended term, and suggested membership for any Task Force that may be required for Board approval.

There is another organization risk/area of concern that was not addressed in the second planning session and it is being raised in the summary for discussion and consensus at the Board meeting on October 15, 2009.

6.1 Information Technology

The IT area was identified as an area of concern from the first planning session and has not yet been addressed. It is necessary to move quickly on this due to its significance on other initiatives such as the Integration strategy. There are two positions being put forward for Board review and discussion at the final Strategic Plan presentation on October 15th. The Board discussion and direction will be incorporated in the Final Plan. They are as follows:

- a) to continue with the contracted services (on an as needed basis); or
- b) hire a technician to assist the incumbent resource.

The contracted position has not been fully utilized by the incumbent probably because of the incumbent’s strong feeling of ‘ownership’ of the IT system. That is to say the incumbent has invested a lot of time and effort into the system and is reluctant to have others allowed access for system changes/repairs. While this is laudable on a certain level, the incumbent is working too many hours and is not able to meet all the demands placed on him especially given the geography he has to cover and the various pieces of equipment and software. This has been discussed with the incumbent and it has been noted that to effectively handle the ‘workload’ he has to share the work. Part of the problem with using a contracted service is KDSB is on their schedule and they will fit us in to the contractor’s business schedule. While that may be okay on occasion (if the problem to be fixed is not a critical one) it is not ideal when it comes to major problems (again especially if the incumbent happens to be away on vacation or off sick).

It is therefore the recommendation to hire a technician to work with the incumbent, learn the system and support the expanding needs and requirements of the organization.

6.2 Planning Session Highlights/Areas to Change

6.2.1 Highlights

The following highlights were noted:

- √ Ability to change our minds on previous positions
- √ Have established a framework to move to the future
- √ The ability to work toward consensus
- √ Comfort that we are all on the same wavelength
- √ Recognition of the need for change
- √ Open and Frank in a respectful way
- √ Learning to focus on Policy, getting out of procedures and letting staff do their jobs!
Program Directors will be allowed to manage.
- √ Organization has matured and management can “run the show” – committees no longer have to be the operating arms
- √ Analogy to wine making: we picked the grapes in Sioux Narrows (August session) and now the wine is on the shelf (October 15)
- √ We have finally separated governance and operations
- √ The Board growth and development that took place over the past three months
- √ Opportunity to learn more about each other, increased respect for each other as for staff position on issues
- √ It will lead to tangible, measureable Goals and Objectives – basis for evaluation
- √ Now we need to move forward ASAP

6.2.2 Areas to Consider Changing

The following items were noted:

- √ Less push to closure
- √ Want to be sure we have adopted the new model of governance and don't slip back

Appendix 1 – KDSB: Strategic Planning Session II

September 9 & 10, 2009

Day 1 Agenda

Introduction (9:00 am)

Chairman/CAO Opening Comments

Facilitators' Opening Comments - Overview and Objectives for session 2

Revisit the draft Strategic Plan (9:15 am)

Revisit the key findings and areas for attention

Mission, Vision, Values, and Strategic Directions – do we have them right?

Service Delivery Areas - are there any items missing?

The Balanced Scorecard success factors

Board Governance Overview - part 1 (10:00 am)

Open discussion and conversation on the role of the Board

Coffee/stretch break (10:30 am)

Board Governance - part 2 (10:45 am)

Structure and Principles

Governance Models

Roles and responsibilities

Sample Committee Functions

Mid-Day Assessment: Check – in and lunch (12:00 pm)

The Board Governance Decision (1:00 pm)

Summary and overview - The Executive Committee Report & recommendation (*Chair & CAO*)

Plenary discussion on the material and move toward consensus on the model

The Committee Structure – The Board work (2:00 pm)

Table Group discussions (2 groups):

- 1) Consider the committee structure noted in background material – what would be concerns moving in this direction?
- 2) What if we don't have operating committees for the various programs – what do we lose?
- 3) Should we have a Community Relations Committee?
- 4) Do we need Ad Hoc or Task Forces for projects or Integration initiative?

Report back in and compare your findings

Coffee/stretch break (3:00 pm)

The Board Roles – Directing & Control as well as Risk Management (3:00 – 4:00 pm)

Table Group discussions (2 groups – new groups): Each group will be assigned two committees to reflect on the roles and responsibilities for KDSB (refer to handout material)

Report back in with your findings

Summary/wrap-up (4:00 – 4:15 pm)

What did we accomplish so far?

Social Time (5:30 – 6:00 pm)

Dinner (6:00 – 7:30 pm)

Evening Planning Session - The Homelessness Dilemma

Day 2 Agenda

Day 2 Opening comments and morning plenary exercise (8:30 am)

Follow up on Governance – do we need to do anything else? (8:45 am)

Are we ready to move toward the changes? How do we best roll-out to be meaningful?

The KDSB Framework - the core of the Strategic Plan (9:00 – 10:00 am)

Expanding the Logic Model – refer to hand-out

What are the high level Goals that we want to achieve?

Plenary discussion on the KDSB Social Service Outcomes

Coffee during session (10:00 am)

Performance measurement and evaluation (10:15 – 11:15 am)

Table group discussions (2 new groups) – What are the things we really need to measure?

The groups will each be assigned a number of the Initiatives and identify both the output and the outcome that is desired for it to be a success.

Report back in and compare your findings

Summary/wrap-up (11:15 – 11:45 am)

What did we accomplish?

Recap outputs;

Next steps - follow-up