Strategic Plan

Status Recommendation Summary Update

March 31, 2010

Phase 1 Recommendations		
Recommendation	Page # reference	Current Status
Children's Services		
# 101 - Recommendation: That the CAO and Board lobby for the consolidation of the Ontario Early Years Centres on the same boundaries as the DSSABs.	31	<mark>Ongoing</mark> November 27, 2008 - The Chair of the Manitoulin-Sudbury DSSAB sent a letter to the Honourable Deb Matthews requesting DSSAB have at least one fully funded OEYC committed to this jurisdiction. The Chair ask to meet with the Minister re this matter. Jan 15, 2009 - Minister Deb Matthews informed the Chair that she regretted that she was not able to meet with him at this time and stated "All Ontario Early Years Centres will maintain their current boundaries and funding structure. No changes will be made to the boundaries or

		funding structure of the centres at this time."

May 7 2009 - DSSAB CAO Gary Champagne sent a letter to Honourable Deb Matthews addressing issues in regard to the Child Care Service Contract and again at that time requested a meeting to further discuss the OEYC issue.

The Pascal report on Early Learning in Ontario was released in June 2009 -

See http://www.msdsb.net/ADMIN/Correspondence/CS-Pascale-Report---With-Our-Best-Future-in-Mind.pdf   (page 20).

This Report specifically provides for this change. The implementation of this reporting and jurisdictional change will be monitored as the Pascal Report is implemented |
| *#102 - Recommendation: That the CAO and Board lobby for the inclusion of Ontario Early Years Centre programming into the existing Family Resource Centre mandate of the DSSABs.* | 31 | Completed

The above mention Pascal Report provides for the consolidating of these programs under new Best Start Family and Child Centres to be managed by District Social Services Administration Boards (DSSABs) and Consolidated Municipal Service Managers (CMSMs) (page 20 of the Report). |

#103 - Recommendation: That the CAO should resign as Chair of the Best Start Network. That the DSSAB, as a child care funding partner retain its seat at the Network table and that its voting status at the table be the same as that of the other child care funding partner (MCYS) at the table.	33	<mark>Completed</mark> February 13, 2009 Best Start Network meeting, the CAO offered his resignation as chair. At the April 3, 2009 Best Star Network meeting those present nominated and declared by consensus Jane Bauer as the community chair of the Best Start Network. At the July meeting of the Best Start Network, the Interim Acting CAO (David Court) confirmed that based on the content of the Pascal report, the DSSAB would continue as an active equal voting partner of the Best Start Network
#104 - Recommendation: Once the Province has made a decision related to Best Start funding beyond March 31, 2010, the CAO and the Board should re-examine the role of the DSSAB in relation to the Best Start Network and make a determination as to what role, if any, it should play going forward.	33	<mark>Completed</mark> The Ministry of Children and Youth Services (MCYS) confirmed on May 12 , 2009 that Best Start funding would end March 31, 2010 but there would be one time transition funds of $18 million available in 2009/10 (See http://www.msdsb.net/ADMIN/Correspondence/CS-Early-Learning-Child-Care-Funding-Ministers-Response-May-2009.pdf

		However, as a result of the Pascal report, the Board decision in June 2009 was to reengage in a meaningful manner with the Best Start Network given the new role for DSSABs identified in that report.
# 105 - Recommendation: That the CAO and Children's Programs Supervisor continue working with other DSSABs on a base funding model for non-profit child care providers which recognizes the needs of Northern Ontario.	33	Ongoing The Children's Services Managers in the Northern Ontario Service Deliverers Association (NOSDA) have been working on version of a base funding model. They completed a draft of a report called "Child Care Funding: Dilemma Facing Northern Communities". The group considered a number of options including wage subsidy, an early learning grant, a northern factor and an approved corporation funding method. They analyzed financial information from more than 15 programs. The report is slated to move on to the Chief Administrative Officer (CAO) group of NOSDA for further action. This issue will continue to be raised as the Pascal report is implemented.

# 106 - Recommendation - That the CAO and the Board seek a meeting with the Minister if the present activity related to base funding has not been satisfactorily concluded by January 1, 2009.	33	<mark style="background-color:#00ff00">Ongoing</mark> NOSDA is taking on a leadership role in moving this issue forward. A meeting with the Minister would not be meaningful until NOSDA has a Child Care Base Funding position paper acceptable to its members. When that has occurred, NOSDA as a group will bring this issue forward.
# 107 - Recommendation: That the CAO and Children's Programs Supervisor continue pursuing adequate base funding separate from Best Start to support this programming.	34	<mark style="background-color:#00ff00">Ongoing</mark> Manitoulin Sudbury DSSAB staffs are presently and will continue to provide support to NOSDA in moving this issue forward.
# 108 - Recommendation: That the Director of Social Services and the Children's Programs Supervisor need to interview service providers and report back to the Board on the problems that service providers have in establishing and maintaining French Language child care.	35	<mark style="background-color:#ff00ff">Completed</mark> See: http://www.msdsb.net/ADMIN/docs/ProgramIssues/Child-Care-FLS-challenges.pdf

# 109 - Recommendation: That the Director of Social Services, Children's Programs Supervisor and the IT unit work co-operatively to expand the Child Care portion of the website to enhance support to service providers and parents.	35	Completed As part of the Communications Strategy and Website redesign done in March and April 2009 this has been accomplished – See http://www.msdsb.net/CS/overview.php The Child Care portion of the Website has been significantly expanded. On a monthly basis the Children's Programs Supervisor reviews the website to assure that the content is current. New website links and documents are added to the Children's Services portion of the website as they become available.
# 110- Recommendation: That the Director of Social Services, the Children's Programs Supervisor and the Finance unit develop a co-operative governance review process to improve service provider corporate governance. That this process be introduced through the existing communication lines already established with the child care service providers.	36	Ongoing A draft child care operator's governance review process has been developed and forwarded to all the Child Care Providers for input. A due date of July 31, 2009 was given as deadline. Based on the response to the draft review, a formal review process is occurring with all operators. The review process has lead to recommendations to improve service provider

		corporate governance by providing training sessions to non-profit child care provider boards during 2010.
# 111-Recommendation: If, by July 31, 2009 the Best Start funding has not been approved beyond March 31 2010, then the Director of Social Services and the Children's Programs Supervisor should develop a Best Start wrap up plan.	37	Completed See: Best Start - Early Learning and Child Development - Transition Grant and ongoing funding issues.
# 112-Recommendation: That the CAO continue to push for clarity from the Ministry of Children and Youth Services relevant to the future role of child care programming in Ontario.	38	Completed The Pascal report has redefined the DSSAB role related to child care and broader children's services. Further role definition will occur as the Pascal Report is being implemented. Board staffs are directly involved in all implementation planning sessions available to them.

Emergency Medical Services		
# 113 - Recommendation: The Human Resource Support and the Director of EMS should further investigate the use of independent assessment services as part of the paramedic recruitment process. As part of that process strategies to retain and support the existing employees should be developed.	40	**Ongoing** The Director of Emergency Medical Services (EMS) – Jeff Horseman has as of June July 2009 joined a sub -group recently formed by the Association of Municipal Emergency Managers of Ontario (AMEMSO) to look at utilizing some form of career related physical demands testing in their hiring process. When this group has finished their work the results will be reviewed with HR support and a local implementation plan developed
# 114 - Recommendation: The service delivery arrangements and the distribution of staff should be formally reviewed at a minimum annually by the CAO, Director of Finance and the EMS Director. This should be done in a timely manner to assist with the preparation of the following year's budget. Any potential changes should come to the Board as a proposal with all applicable additional costs identified. The proposal should show the true cost of the existing service pattern including call out	40	**Ongoing** A formal annual review process is occurring with the CAO. Any changes proposed include full costing implications and are brought to the Board. The EMS Director reviews call volumes monthly to identify workload changes with action take immediately on urgent matters.

expenditures compared to any proposed new service level. *Urgent service delivery concerns need to be brought to the Board's attention as soon as feasible.*		
# 115- Recommendation: The EMS Director implements a written agreement with the Emergency First Response Teams.	41	<mark>Completed</mark> See: http://www.msdsb.net/EMS/reports/EFRT-Guidelines.pdf
# 116 - Recommendation: The provision of increased staffing coverage at the Hagar Base continue be explored by the Director of EMS, the CAO and the Human Resource support.	42	<mark>Completed</mark> In June 2008, the Board made the decision to increase service levels at the Hagar base to 24/7 starting February 2009. This was accomplished as scheduled.
# 117- Recommendation: That the CAO, EMS Director and Human Resources Support continue to work with the bargaining unit on a dedicated project basis to reduce grievances	42	<mark>Ongoing</mark> Following an arbitration ruling, the number of grievances has significantly declined. The HR support and the EMS Director continue to monitor

related to scheduling and to find options for affordably ensuring coverage between areas.		grievances to attempt to develop systemic solutions which will further decrease grievance activity.
# 118 - Recommendation: The EMS Director to continue to work with organizations such as the Association of Municipal Emergency Medical Services of Ontario (AMEMSO) to arrive at a service assessment tool which accurately reflects true response times and which would act as a true safeguard against service deterioration.	43	<mark>Completed</mark> August 13 2008 - Subsequent to the presentation of this recommendation, the Ministry jointly announced with AMO the development of new response time standards. See http://www.msdsb.net/ADMIN/Correspondence/EMS-Response-Time-Standard-Background-Information.pdf The first plans are due October 2010 and the EMS Director will meet that timeline.
# 119 - Recommendation: The CAO and EMS Director should discuss quarterly any change in EMS inter-facility transfer patterns to ensure issues are resolved as they arise.	43	<mark>Ongoing</mark> This review function is being done as part of the annual review process. If there is a change in the functions of a health care facility, and that change has triggered EMS workload increases, then those workload impacts are closely monitored.

# 120 - Recommendation: Since the quality of the dispatch function directly impacts on response times, performance of all three CACCs should be monitored on a quarterly basis and any issues resolved through the CACC coordinating committees. Failing resolution at those committees the CAO should be involved.	43	**Ongoing** The EMS Director meets on a quarterly basis with all three Central Ambulance Communications Centers (CACC). This occurs as part of their required meetings with the Land Ambulance providers. These meetings are resolving issues as they are identified.
# 121 - Recommendation: The CAO and Director of EMS continue to push for CACC boundaries which do not cross Designated Delivery Agent boundaries. That the goal be that each DDA would respond to a single CACC.	44	**Completed** A decision has been reached that, unless there is a serious problem that develops related to CACCs that no further action will occur on this recommendation.
# 122 - Recommendation: That the EMS Director investigates opportunities for provision of proactive services related to community health and safety issues and to provide a report to the Board. Following Board approval in principle, then discussions should begin with the bargaining unit to identify any	44	**Ongoing** The Public Access Defibrillator (PAD) program is an example of the proactive services the EMS has implemented and continues to support.

impediments to expansion of the paramedic role where call volumes permit.		
# 123 - Recommendation: The CAO and Board monitor actual cost sharing and protest any deterioration of cost sharing.	45	<mark>Ongoing</mark> Monitoring occurs following each budget process once Ministry contribution levels have been clarified. The CAO works with the Association of Municipalities of Ontario (AMO) to ensure they are kept apprised on any local cost sharing deterioration.
# 124 - Recommendation: The CAO continue to attend the LHIN tables and report back to the Board about any development which could impact on EMS service levels.	45	<mark>Ongoing</mark> The CAO attends all meetings of the Local Health Integration Network (LHIN) - CAO Roundtable of Service Providers

Ontario Works		
# 125 - Recommendation: The CAO should work with external Human Resources to develop a succession plan for this position.	49	<mark>Completed</mark> The HR Support has committed to ensuring that the job description for this position is current as of December 31, 2009. The incumbent has completed a detailed review of all relevant policies and procedures in Ontario Works. A Children's Program Policy review was completed by November 27, 2009
# 126 - Recommendation: The Director of Social Services work with the Housing Services Manager to develop specific written referral processes between the Ontario Works staff and the Housing Services staff related to non-payment of rent, potential commencement of eviction, evictions, instances of over housing and housing crisis situations.	49	<mark>Completed</mark> This recommendation has been fully implemented. A policy (H.6.4) including specific protocols has been developed, agreed to and implemented by both the Director of Social Services and the Housing Services Manager.
# 127- Recommendation: The CAO, Director of Social Services and the IT unit work co-operatively to expand the Ontario Works	50	<mark>Completed</mark> The Ontario Works section of the website has been significantly enhanced

portion of the website to enhance delivery.		See http://www.msdsb.net/OW/overview.php

It has state of the art client functionality and is ready to move with web based Ontario Works application processing as it is rolled out across the province. |
| *# 128 - Recommendation: The CAO and Director of Social Services continue to bring forward to the Board reports of program changes as they occur. These reports to include specific recommendations for Board action when local clients needs are not being addressed.* | 50 | Ongoing

The regular monthly reports have been changed to separate program activity

See http://www.msdsb.net/OW/reports/OW-Executive-Summary-June-2009.pdf

from statistical reporting.

See http://www.msdsb.net/OW/reports/OW-May-Stats.pdf

In addition a new style of issue reporting has been developed to identify issues requiring a significant change in policy, procedures or funding.

See http://www.msdsb.net/ADMIN/Correspondence/OW-Enhanced-Employment-Services-Directors-Report.pdf |

Social Housing		
# 129 - Recommendation: That the CAO and Human Resources Support develop a succession plan for this position.	54	Completed The HR Support has updated the job description for this position and the Human Resource manual.
# 130 - Recommendation: The Director of Social Services work with the Housing Services Manager to develop specific written referral protocols between the Ontario Works staff and the Housing Services staff related to non-payment of rent, potential commencement of eviction, evictions, instances of over housing and housing crisis situations. This should proceed as a priority item.	54	Completed This recommendation has been fully implemented. A policy (H.6.4) including specific protocols has been developed and implemented by both the Director of Social Services and Housing Services Manager.
# 131 - Recommendation: Following the Strategic Planning process and the finalization of the Housing Needs Analysis, that a project be developed to identify, quantify and propose responses to the needs of multi-problem applicants and tenants. This project should involve the Housing Services Manager, the Director of Social Services, designated DSSAB program staff and the CAO.	55	Delayed Due to workload pressures related to new housing programs and EMS builds, action on this item is delayed until 2011.

# 132 - Recommendation: The operational reviews of the non-profit providers occur during 2008 using the services of an external consultant.	56	<mark>Delayed</mark> The Social Housing Services Department has completed a series of abbreviated reviews with 3 Non Profit Housing Providers - Chapleau Health Services, Gore Bay Municipal Non Profit Housing Corporation and Little Current Place Non Profit Housing Corporation. The dates of the reviews were October 2008; April 2009 and November 2009 respectively. An inspection of the physical assets was conducted and maintenance issues were discussed. The reviews primarily focused on tenancy issues ensuring all appropriate documentation from original application to present day lease and that corresponding rent calculations and supporting documentation were in place on the file. Where discrepancies were found they were noted and identified for corrective action. Discussion/correspondence with the Property Manager and a Board representative followed the review. Efforts are underway to complete the reviews using knowledgeable external forces as recommended in the strategic plan. This activity is delayed due to workload pressures

		related to new housing programs and EMS builds in 2010. There will be a return to reviewing all the non profit operations on a regular basis in 2011.
# 133 - Recommendation: The Board proceed with the Housing Needs Analysis following the setting and approval of terms of reference.	56	<mark>Completed</mark> The Housing Needs Analysis was approved and work began in October 2008. Phase 1 of the report was completed and shared by the consultants with the Board on June 25, 2009 See: http://www.msdsb.net/ADMIN/Correspondence/SH-Housing-Needs-Study-Phase-1-Executive-Summary.pdf The final report will be presented to the Board on September 24, 2009.
#134 - Recommendation: The Director of Social Services and the Housing Services Manager unit work co-operatively to expand the Social Housing portion of the website to enhance delivery.	56	<mark>Completed</mark> The Social Housing section of the website has been significantly enhanced. See http://www.msdsb.net/SH/overview.php

# 135 - Recommendation: Once the level of capital funding shortfall has been determined the Board should assess the need to take political action to seek funding to meet that shortfall.	57	Delayed – until 2011 at which time the Social Housing Renovation and Repair program will have been fully implemented. The new Social Housing Renovation and Retrofit Program (SHRRP) will help to significantly reduce the back log of capital repairs. See: http://www.msdsb.net/ADMIN/Correspondence/SHRRPAHP_guidelinesSummary.pdf This program ends March 31, 2011. At that time, the remaining capital funding shortfall can be evaluated and action taken if necessary

Finance Unit		
# 136 - Recommendation: That the completion of the documentation of procedures be a priority for the Director of Finance to ensure continuity of services in this Department.	59	Completed The documentation of line staff functions is complete.
# 137- Recommendation: That the CAO and Director of Finance work with external Human Resources support to develop a succession plan for this position.	59	Completed The HR Support has updated the job description for this position and the Human Resource manual
# 138 - Recommendation: That the issue of which Finance Department positions must remain outside of the Bargaining Unit be addressed.	59	Completed This issue, which requires union agreement, was raised in negotiations in 2008 but not resolved. The employees in question are now seeking unionized status.
# 139 - Recommendation: That the Director of Finance and the Human Resources Support identify the expected level of financial expertise of Program Managers for all future hiring.	59	Completed The HR Support has updated the job description for all Management positions.

# 140 - Recommendation: That the Director of Finance work with the Director of Social Services and the Children's Programs Supervisor to implement a Child Care operator's governance compliance review process.	60	Completed The governance review process is now underway
# 141 - Recommendation: That the Director of Finance, Director of Social Services and the Ontario Works Supervisor work together to develop a risk management strategy.	60	Ongoing
# 142 - Recommendation: That the Director of Finance meet with each Program Manager and the CAO to identify specific finance information needs and to develop methods of meeting those needs.	60	Completed This occurred at the Management Team Meet of August 14, 2009
# 143 - Recommendation: That the Board engages an external financial consultant or the Board's audit firm to review the total financial processes and provide advice related to any	61	Completed July 23, 2009 Terms of Reference for the review finalized. Review completed by KPMG Sept 23, 2009 and draft report delivered at Board meeting

potential efficiencies or process improvements.		September 24. See: http://www.msdsb.net/ADMIN/finance/2009Documents/KPMG-Financial-Review-Final-Report.pdf Full work plan for implementation approved at the October Board meeting. Most recommendations implemented in November 2009 with the balance of the implementation completed by July 31, 2009 See: http://www.msdsb.net/ADMIN/finance/2009Documents/Finance-Workplan-KPMG-Oct-2009.pdf
# 144 - Recommendation: That the Director of Finance develop a financial record disposal policy for approval by the Board.	61	Completed Policy approved by Finance Committee in September 2009 destruction of out of date documents to occur in December 2009.
# 145 - Recommendation: That the CAO use appropriate forums and methods to fight for program finance simplification and for the	61	Ongoing This is an ongoing activity pursued through the Association of Municipalities of Ontario (AMO)

establishment of statistical reporting requirements which are at the minimum level required to ensure program accountability.		Social Assistance Task Group, the Ontario Municipal Social Services Association OMSSA) committees and the Northern Ontario Services Deliverers Association (NOSDA).
# 146 - Recommendation: That the Board, Director of Finance and the CAO push for a common approach to PSAB reporting requirements across all District Social Service Administration Boards.	62	Completed See: http://www.msdsb.net/ADMIN/finance/2009Documents/PSAB---Tangible-Capital-Assets-Policy.pdf
# 147- Recommendation: That the CAO and Director of Finance review the apportionment of TWOMO costs and develop the rationale which could (if necessary) be used to argue the appropriate level of funding.	62	Completed April 2009
# 148 - Recommendation: That the Director of Finance develop an allocation model with objective criteria which would provide for the allocation of central administrative costs.	63	Completed See: http://www.msdsb.net/ADMIN/finance/2009Documents/Allocation-of-Program-Support-Costs-Final.pdf

Information Technology		
# 149 - Recommendation: The IT Unit develops a business plan and costing to upgrade the telephony infrastructure. These options are to include purchase and lease approaches to financing.	65	Completed The alternative selected was to lease the required equipment. The final hardware solution allows for full Voice Over Internet Protocol (VoIP) connections between all social service offices. The entire telephone changeover was completed in February 2009.
# 150- Recommendation: That the IT Unit works with the Housing Services Maintenance Manager to develop a detailed and costed renovation plan to expand the existing server room. That the plans include a redundant cooling system and a workbench area. That the resulting plan and associated cost be brought to the Board for consideration.	66	Completed Through a tender process the physical space renovation work was awarded and the lowest bidder was accepted. These renovations were completed in January 2009. The cooling system has been upgraded to function year round.
# 151- Recommendation: Following the reconfiguration of the server space the allocation of offices should be changed to locate the two IT staff in offices immediately	66	Completed. The resulting single office space is approximately 200 square feet slightly less than the previous two offices. There is a now better storage and a

adjacent to the enlarged server space to improve work flow		workbench area.
# 152 - Recommendation: That the IT unit develop a simple laminated chart for all system users to allow them to directly perform a simple analysis and take corrective action to get their personal system operational.	67	<mark>Completed</mark> A review of the requests for assistance revealed a high level of staff competency to diagnose and resolve simple issues. Assistance requests are monitored and if training is identified it will be provided on an individual or group basis.
# 153 - Recommendation: That the IT unit develop a simple disposal policy which ensures efficient, environmentally safe, data secure and obligation free disposal of out of date and non-functional equipment.	67	<mark>Completed</mark> An IT equipment Disposal policy has been developed and implemented.
# 154 - Recommendation: That the CAO work with IT staff and Program Managers to identify opportunities to improve program delivery through use of an expanded client focused section on the Board's website.	68	<mark>Completed</mark> Done as part of the website redesign in March and April 2009. The website has now state of the art interactivity for the Ontario Works and Child Care fee subsidy programs. Additional work related to Social Housing will occur in 2010.

# 155 - Recommendation: That the CAO and Information Systems Manager develop a chart which clearly sets out the responsibilities of management staff related to keeping website information current, comprehensive and accurate. That the CAO communicate expectations related to the site to each Program Manager.	68	Completed A document setting the responsibilities was completed at the Management Team Meeting in – August 2009.
# 156 - Recommendation: That each Program Manager review the content of their department's data on the website on a scheduled regular basis and make changes as required.	68	Ongoing Responsibility for updating set out in internal policy for CAO/Directors/Managers.
# 157 Recommendation: That the Information Systems Manager work with Program Managers to identify system complexities and programming issues as new systems are introduced through Ministry initiatives. These issues must be communicated to the CAO in summary format so that pressure can be brought to have serious system deficiencies resolved by the appropriate Ministry.	69	Ongoing

Phase 2 Recommendations		
General		
# 201 - Recommendation: That any proposal to expand the mandate of the DSSAB be brought to an Annual or Special Meeting of the member municipalities and the unincorporated representatives for discussion.	73	<mark>Ongoing</mark>
# 202 - Recommendation: That when the Board makes a decision which could materially impact on a particular geographic area it should determine the impact, if any, on local economic development plans. Ideally it should avoid decisions which would negatively impact on those plans.	74	<mark>Ongoing</mark>
# 203 - Recommendation: That the Ontario Works Manager work with employers to identify local labour shortages and develop plans to meet those needs. DSSAB and the	75	<mark>Ongoing</mark> Since November 2007, Ontario Works have met with LaCloche Manitoulin Business Assistance Corporations (LAMBACs) and with Economic Development Officers across the LaCloche and

employer should work in co-operation with local or regional economic development resources where they exist.		Manitoulin regions. A working group developed a local labour market information website for these two regions. The website was launched on June 1st, 2009 and it contains labour market information for these two specific regions only. The website is can be viewed at www.labourmarketstats.com Staff will expand this website to cover the Sudbury East and Sudbury North regions. Economic Partners Sudbury East and the Chapleau Economic Renewal Committee will be contacted to set up two separate working groups in order to develop the local labour market information for these two regions. This will involve hiring individuals in both regions to complete the survey with employers and ensure that as many private, non-profit and government employers are listed on the site. Website development is ongoing to meet the changing needs of the users.
# 204 - Recommendation: That the Information Systems Manager report on cell phone coverage gaps and any issues related to broadband access to the Board. The report to contain any	76	<mark style="background-color:#00FF00">Ongoing</mark> High speed Internet access Is now available in all offices and all EMS base locations except Gogama. The EMS base in Gogama had high speed access by

local efforts to secure higher levels of service and any ways DSSAB could support these local initiatives.		the late fall of 2009.

Some Board members do not have high speed access due to lack of local high speed service.

Written support has been provided to NeoNet – an agency headquartered in Timmins that is a proponent and funding body for broadband in the Northern part of this jurisdiction.

On Manitoulin Island a contract exists with OmniGlobe Networks for increase access to broadband Internet in Sept 2008. |
| *# 205 - Recommendation: That each Area should be asked to confirm the process they are using to select their Board member(s). Specifically they need to indicate their election process, or the rotation process or other method by which they are selecting their representative(s). Once this has been accomplished, then a written procedure should be posted on the Board website clearly stating the election process for each Area.* | 76 | Completed

See:

http://www.msdsb.net/ADMIN/docs/Governance/Area-Representation-Selection-Process.pdf |

# 206 - Recommendation: That the Guidelines for the TWOMO Elections be posted on the Board website.	77	Completed See http://www.msdsb.net/ADMIN/docs/Governance/Resource-Guide-2006-FINAL.pdf
# 207 Recommendation: That staff continue to ensure that notice of the TWOMO elections get the broadest possible distribution by: *- posting in the appropriate papers;* *- ensuring posters are in meeting spots in the TWOMO Communities etc.*	77	Completed This will be part of TWOMO election process in fall of 2010.
# 208 - Recommendation: That staff investigate using the Canada Post mail-in ballot system for the TWOMO vote.	77	Completed – See http://www.msdsb.net/ADMIN/docs/Governance/By-Law-re-TWOMO-Election-Vote-by-Mail-Method.pdf
# 209 - Recommendation: That the issue of representation be discussed at a special meeting of the DSSAB.	78	Completed The issue of representation was reviewed by the Strategic Planning Committee of the Board in May 2009. The conclusion was that municipal representation is appropriate based on the

		populations within the organized municipalities in the Board's jurisdiction. See http://www.msdsb.net/ADMIN/docs/Governance/WEB-Board-Representation-Population-March-17.pdf
# 210 - Recommendation: That the CAO create a report for that meeting which shows: Population and Electors by DSSAB Act defined area.	78	<mark>Completed</mark> This report is now on the Board website See http://www.msdsb.net/ADMIN/docs/Governance/Web-Number-of-Electors-_2_.pdf
# 211 - Recommendation: That the Board have a report done externally on Board member honoraria and expense policies in comparison to other DSSABs.	78	<mark>Delayed – but on track for finalization by June 2010</mark> A report to be completed by September 2010 with any implementation of any change to occur with the new Board in 2011.

# 212 - Recommendation: That the issue of apportionment be discussed at a special meeting of the DSSAB and the views of all member municipalities sought.	79	<mark>Completed</mark> The issue of apportionment was reviewed by the Strategic Planning Committee of the Board in May 2009. It was noted that the Board system for apportionment of the municipal share had been adjusted five times since the creation of the Board in 1999. The conclusion was that additional review of apportionment would not likely lead to any solution which would satisfy all member municipalities.

Finance		
# 213 - Recommendation: That the Board review its reserve policy and: *- define the level of reserves required to fund its liabilities;* *- define the level of reserves required to fund future capital requirements;* *- set a reserve percentage that meets those obligations;* *- develop a reserve policy which obliges the Board to maintain the appropriate level by either dispersing excess reserves or increasing reserves in the budgeting process.*	80	<mark>Completed</mark> See http://www.msdsb.net/ADMIN/finance/2009Documents/03-124-Working-Reserve.pdf
# 214 - Recommendation: That the Director of Finance report on reserves indicating the amounts which are necessary to meet liabilities and to fund future costs. That this report and the Board's reserve policy to be presented at an Annual meeting	80	<mark>Completed</mark> See: http://www.msdsb.net/ADMIN/finance/2009Documents/Annual-Report-Reserves-Oct-2009-Final.pdf

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# 215 - Recommendation: That the Board not become engaged in any dispute related to the Ontario Municipal Partnership Fund but refer the concerned municipalities to the Ministry of Finance.	82	Ongoing
# 216 - Recommendation: That the Director of Finance develops a method of showing the impact of uploaded costs during the upload years.	82	Completed See: http://www.msdsb.net/ADMIN/finance/financial1.php
# 217- Recommendation: That the CAO develop or secure existing reports on these issues (constraints on assessments) for presentation at a future Board meeting for educational purposes.	84	Completed See: http://www.msdsb.net/ADMIN/Correspondence/Constraints-on-Local-Assessment-Growth.pdf

Children's Services		
# 218 - Recommendation: That the Director of Social Services and the Children's Programs Supervisor create a report on the role of formal child care in early learning and development. That this report be presented at an Annual meeting.	85	Completed The following reports which deal with this issue have been located and are now available on the website See Early Years Study 1999 http://www.gov.on.ca/children/graphics/stel02_183397.pdf Senate Report on Early Learning and Child Care http://www.msdsb.net/ADMIN/docs/3rdParty/Senate-Report-E.pdf
# 219 - Recommendation: That the Director of Social Services and the Children's Programs Supervisor create a report on the employment and economic impact of the Children's Services Programs.	86	Completed See: http://www.msdsb.net/ADMIN/docs/ProgramIssues/Childrens-Services-Portfolio-in-Manitoulin-Sudbury---Employment-Impacts-and-Costs.pdf

Emergency Medical Services		
# 220 - Recommendation: That the EMS Director create a report on the following: *1. The existing EFRT agreements;* *2. Costing to meet the training and equipment needs of the existing EFRTs;* *3. The potential locations and the associated costs of new additional EFRTs;* *4. Any changes to the existing disposal policy which would support present and future EFRTs.*	87	<mark>Completed</mark> See: Board minutes September 24 , 2009 Also See : http://www.msdsb.net/ADMIN/Correspondence/EFRT-Paper-Final-Draft-sept-10__9-1-1-2.pdf
# 221 Recommendation: That the EMS Director create a report on the potential for second tier agreements between existing EFRTs	87	<mark>Completed</mark> See: http://www.msdsb.net/ADMIN/Correspondence/EFRT-Paper-Final-Draft-sept-10__9-1-1-2.pdf
# 222 Recommendation: That the EMS Director provide a report on Advanced Care Paramedics to include the pros and cons of such a change.	88	<mark>Completed</mark> See:http://www.msdsb.net/ADMIN/docs/3rdParty/Advanced-Care-Paramedics-Report.pdf

Ontario Works		
# 223 Recommendation: That the Director of Social Services: #223.1 Provide a report on caseload changes since 1999;	88	<mark>Completed</mark> See http://www.msdsb.net/OW/reports/OW-ODSP-Average-Annual-Caseload.pdf
# 223.2 -Provide a report of rate inadequacy and the impact on social assistance recipients and their families;	88	<mark>Completed</mark> See -Food For Thought http://www.msdsb.net/OW/reports/Food-for-Thought-March-2009.pdf Modernizing Income Security for Working Age Adults http://www.msdsb.net/ADMIN/docs/3rdParty/MISWAA_Report.pdf

# 223.3 -That these reports on social assistance issues and those developed by associations and others be sent to all member municipalities with an offer that staff is prepared to come and speak to the issues in the reports.	88	Completed Completed as part of Website redesign and document upgrading
# 224- Recommendation: That the Director of Social Services: *224.1 Provide a report to the Board on how employment services are presently linked to other employment programming*	90	Completed See: http://www.msdsb.net/ADMIN/docs/ProgramIssues/Employment-Services-Linkages-to-other-Employment-Programming.pdf
224.2 -Provide regular Board updates once the area Employment Ontario Planning meetings commence	90	Ongoing
224.3 -Report back to the Board on any opportunities to co-locate services	90	Ongoing

Social Housing		
# 225 Recommendation: That the Housing Services Manager: *#225.1 -Provide a report with pictures on DSSAB owned properties for the 2009 annual meeting to supplement the information already on the Board website;*	92	<mark>Completed</mark> 1. Access improved as part of website redesign. See: http://www.msdsb.net/SH/serviceArea.php
#225 .2. Provide a summary report on the full range of housing programs to be sent to all member municipalities with an offer that staff is prepared to come and speak to the content in the reports.	92	<mark>Completed</mark> See: http://www.msdsb.net/ADMIN/finance/2009Documents/Social-Housing-Sector-Overview---SHSC.pdf

General		
# 226 - Recommendation: That the administrative structure of the Board be changed to have the Program Managers for Children's Programs, Ontario Works and Social Housing report to the existing Director of Social Services.	93	Delayed No consideration of action until long term decisions related to the CAO position have been made.
# 227 - Recommendation: That the Board implement the following processes and strategies to improve communication:	94	Completed A major project to improve communication through website development occurred March – September 2009
#227.1 - The existing monthly Program Reports and issue reports should be placed in a specific section of the website;	94	Completed See http://www.msdsb.net/ADMIN/MonthlyProgramReports.php and http://www.msdsb.net/ADMIN/Issue_Reports.php

#227.2 -The monthly Program Reports should have a short (1 or 2 page) summary of the content and that summary should be e-mailed to CAO/Clerks with the request that these be added to local municipal agendas. The full content of the monthly Program Reports should be available in a specific spot on the website;	94	<mark>Completed</mark> Decision was made to move to quarterly program reporting to coincide with quarterly financial report. Communication on a quarterly basis began in November 2009

#227.3.There should be an annual meeting and all municipal councillors and CAO/Clerks invited to attend. The meeting agenda should include:
   - Report from the Board Chair
   - CAO Annual Report
   - Annual Program Reports from the Program Managers
   - Current year budget summary
   - Time for questions and answers
   - An opportunity to discuss jurisdiction wide issues such as representation or apportionment etc.
	94	<mark>Completed</mark>
		
		Decision to be made at October Board meeting to have an annual meeting in 2010.

#227.4 A letter should go out advising that management staff are available to attend municipal council meetings	94	<mark>Completed</mark> Email sent in November 2009 re availability of CAO.
#227. 5. There should be clearer expectations of the role of Board members as communicators *and* *Board members should be provided with Board position papers or other supports*	94	<mark>Completed</mark> See: http://www.msdsb.net/ADMIN/docs/Governance/Communications_Protocol-template.pdf <mark>Completed</mark> See: http://www.msdsb.net/ADMIN/Issue_Reports.php
#227. 6. A Correspondence section of the website should show all letters or reports which were dealt with by the Board at each meeting unless those letters or reports are specifically confidential. (Help Board members who are waiting to return to Board.);	95	<mark>Completed</mark> July 2009 back to January 2009 See: http://www.msdsb.net/ADMIN/Correspondence.php

#227.7 A Finance portion of the website should contain: prior years budgets, the most recent report on reserves and other documents related to the financial operations of the Board in addition to the prior year audits and the apportionment formula already on the site;	95	<mark>Completed</mark> May –July 2009 See http://www.msdsb.net/ADMIN/finance/financial1.php
#227.8 A meeting should be convened with Board members who represent the TWOMO areas to develop communication strategies to keep TWOMO residents and groups informed of the Board's operations;	95	<mark>Completed</mark> As part of website redesign See: http://www.msdsb.net/ADMIN/Governance_Policies.php and http://www.msdsb.net/ADMIN/Issue_Reports.php
#227.9 The CAO should develop a specific protocol related to media releases or responses to media coverage;	95	<mark>Completed</mark> Communications Protocol Template added to website. See: http://www.msdsb.net/ADMIN/docs/Governance/Communications_Protocol-template.pdf

#227.10.The use of acronyms should be avoided at Board meetings and when Board or staffs are attending any public meetings. In written material an acronym can only be used once the full text has been provided with the acronym shown in brackets. i.e. Association of Municipalities of Ontario (AMO)	95	<mark>Completed</mark> Staff advised and reports monitored for compliance.
# 228 - Recommendation: That the DSSAB CAO request the Local Health Integration Network complete a review of gaps in services needed to assist seniors to remain in their homes in this jurisdiction.	96	<mark>Completed</mark> CAO regularly attended LHIN Service Providers R at which these issues were discussed until the LHIN disbanded the group.
# 229 Recommendation: That the CAO develop a French Language Services Plan using the results of the phase 2 interviews as a source document.	96	<mark>Completed</mark> A preliminary background document was presented to the Human Resources Committee of the Board in May 2009. A formal plan was presented to the Strategic Planning Committee and the Board in September. The review showed criteria for service delivery are being met.

		See: http://www.msdsb.net/ADMIN/docs/Governance/FLS-Plan-Sept-2009-Draft-Amended-Sept-15___9-1-3-5.pdf
# 230- Recommendation: That the Board reviews the Children's Services and Ontario Works programs and develop full Manager positions to run these programs.	96	Delayed – No consideration of action until long term decisions related to the CAO position have been made.