

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 12<sup>th</sup> and 13<sup>th</sup> 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 12<sup>th</sup> and 13<sup>th</sup>, 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 3<sup>rd</sup> 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.

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

## **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

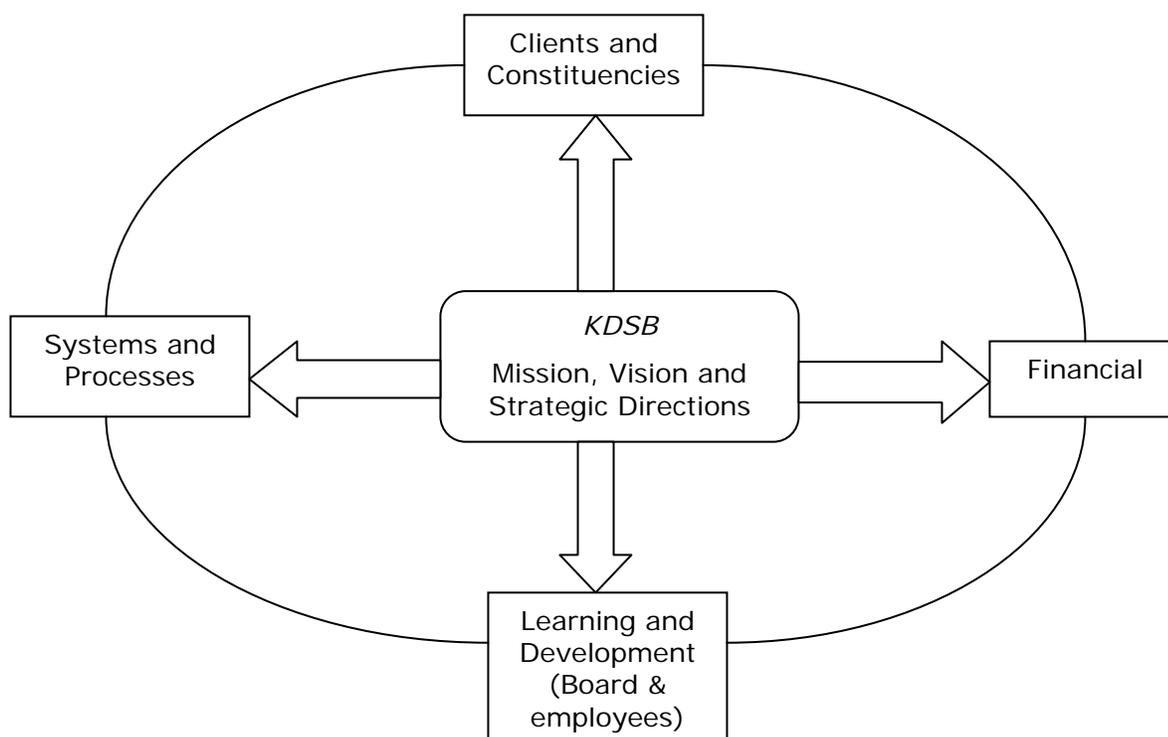
In summary, these Directions and the associated Initiatives will guide the organization in moving toward its vision while improving its performance and awareness in the region.

## 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

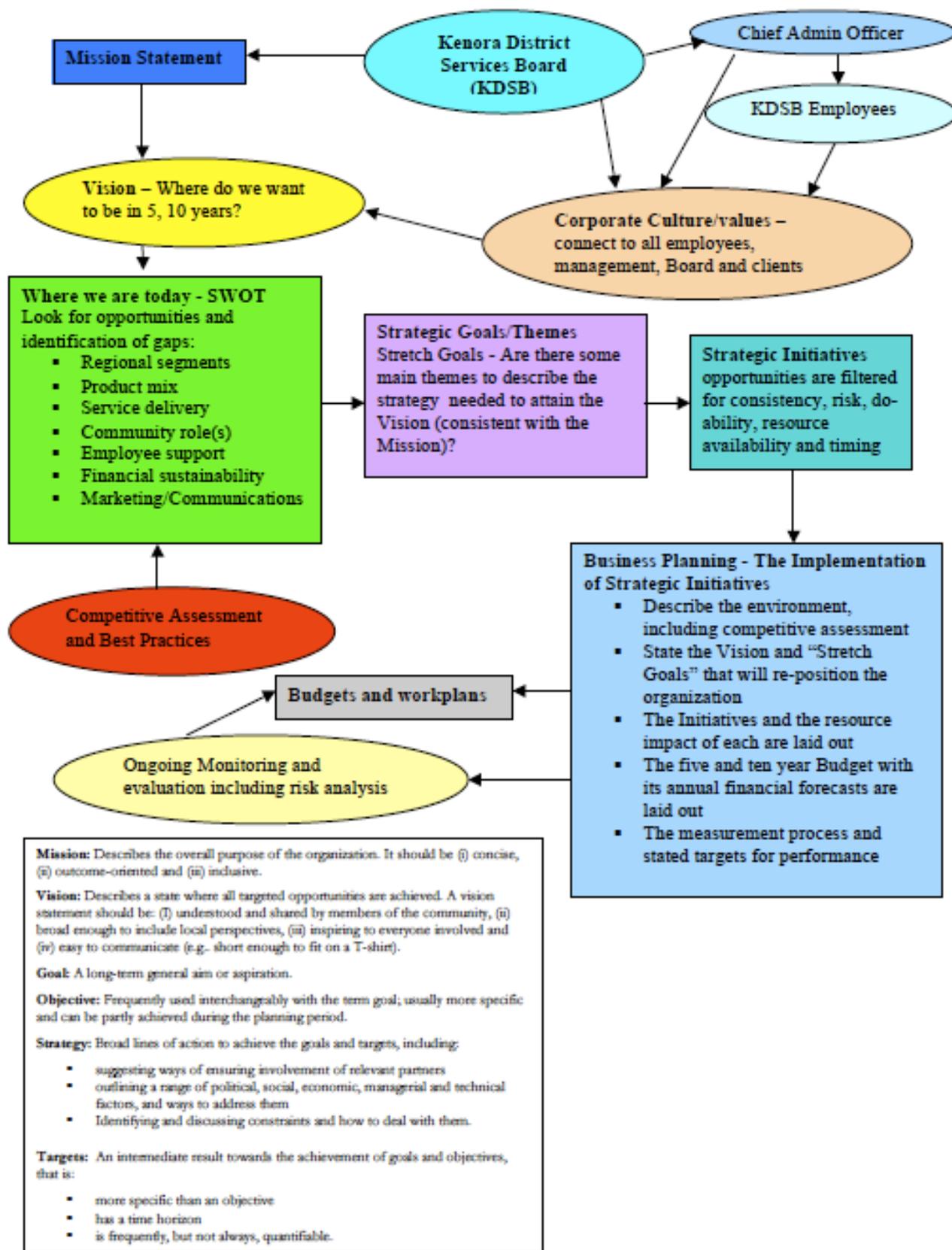
**Table Group 2**

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.

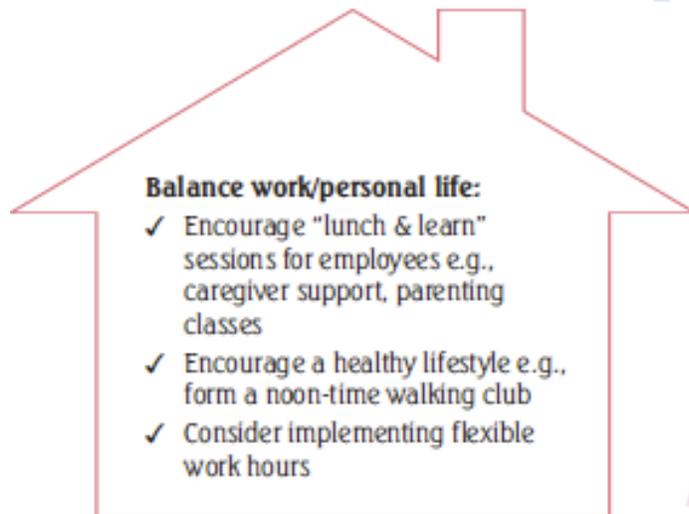
**Facilitator's version** - KDSB and its partners provide services that work – enabling people to live healthier lives and building caring communities.

## Appendix 4 - The Healthy Workplace



# “WORKING TOGETHER...”

## Workplace Tips to Provide Employee Support



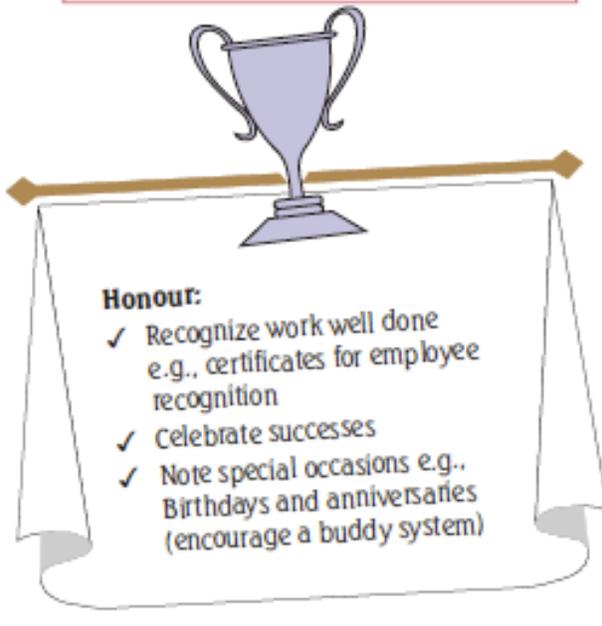
**Balance work/personal life:**

- ✓ 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