



Social
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District Social Services Administration Board Governance and Accountability Review

Federation of Northern Ontario Municipalities
Annual General Meeting

May 11, 2017



Purpose

- To provide an overview of the parameters of the District Social Services Administration Board (DSSAB) Governance and Accountability Review, including:
 - Guiding principles
 - Scope
 - Engagement Strategy
 - Timelines

Context

- The DSSAB governance and accountability framework is grounded in a spirit of collective responsibility of member municipalities to ensure equitable access to social services for all residents of a district
- Since the establishment of District Social Services Administration Boards, a number of concerns have been raised by Boards and municipalities regarding board governance and accountability
- In September 2016, in response to these concerns, Minister Jaczek indicated the province's intent to review the *District Social Services Administration Boards (DSSAB) Act*, in particular Board governance and accountability.
- An inter-ministerial Directors' Steering Committee (coordinated by MCSS) and comprising representation from the following partner ministries was struck to develop the scope of and process for undertaking the review:
 - Education
 - Finance
 - Municipal Affairs
 - Health and Long-Term Care
 - Housing
 - Advanced Education and Skills Development
- MCSS also consulted with Northern Ontario Service Deliverers Association (NOSDA), Federation of Northern Ontario Municipalities (FONOM) and Northwestern Ontario Municipal Association (NOMA) during the development of the review parameters, in particular with respect to the engagement strategy.



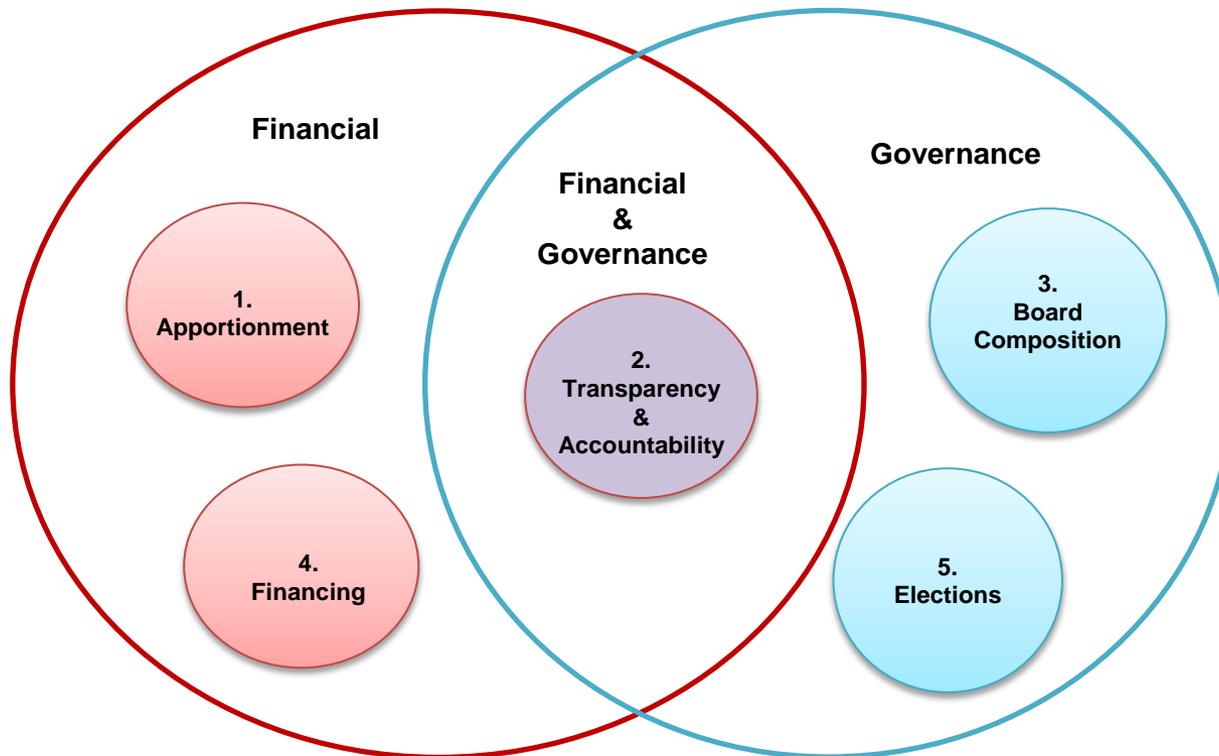
Principles

The review will be underpinned by the following principles of DSSAB governance and accountability:

1. **Clear roles and responsibilities** – the roles and responsibilities of member municipalities and DSSABs in the accountability relationship are clear, straightforward, well understood and accepted by all parties
2. **Collective accountability for local social services** – As a collective, the Board is responsible for the delivery of Ontario Works, child care, housing services and/or emergency land ambulance that meets the local needs of all constituents within the district
3. **Transparent Processes** – There is a transparent mechanism in place for articulating the social service needs of residents and DSSAB decisions and decision making processes are clear to all board members. Where there are impasses between member municipalities and Boards, clearly articulated mechanisms to resolve conflicts are available
4. **Responsive to change** – The governance structure is agile to the changing needs, circumstances and varying capacities of municipalities and the Province
5. **Financial sustainability** – DSSAB governance and planning promotes the viability of social services and cost effectiveness in consideration of the unique geographic challenges, population distribution and municipal governance in Northern Ontario

Governance and Accountability Issues

- Issues raised by Boards and municipalities can be generally categorized as financial and/or governance
 - Central to many of these issues is the differential requirements prescribed to Consolidated Municipal Service Managers (CMSMs)





Key Governance and Accountability Issues

1. Apportionment of Costs (calculation of levies)

- Some member areas have raised concerns regarding:
 - their proportion of overall DSSAB costs vs their actual consumption of services
 - the willingness of Boards to recalculate the apportionment formula in the event of a large reassessment affecting past years
 - the requirement of a double majority to implement an alternate apportionment formula
- The Province has identified inconsistency in the calculation of levies for unincorporated member areas, Boards have noted that the regulation is unclear and potentially open to interpretation in this respect

2. Transparency and Accountability

- Some member areas have raised concerns about “closed meetings” and perceived inconsistency in information sharing, including communication with and contribution to the business of the Board by Area municipalities without direct representation on the Board
- Boards and member areas have identified the lack of prescribed transparency requirements and dispute resolution mechanisms as potentially fostering significant impasses between parties that create a risk to effective governance and service delivery

3. Board Composition

- Some Boards and member areas have indicated that the balance of power on boards can result in conflicts amongst members whose interests do not align, in particular it can be challenging:
 - For smaller municipalities to influence decisions
 - To balance smaller municipality interests when large municipalities carry greater financial burdens



Key Governance and Accountability Issues

4. Financing

- Some Boards and member areas have raised concern around the lack of explicit prescribed authority for a DSSAB to access bulk financing.
 - DSSABs are only able to borrow up to 25% of their operating budget, which can create challenges for significant capital projects such as building social housing

5. Elections

- Boards have raised concern that the misalignment of the start of a term for council and that of DSSAB board members results in a month and a half “lame duck period” every election year, which may hinder decision making



Review Scope

In Scope

- The five key issues outlined on the preceding slides are all in scope for the DSSAB review

Out of Scope

- The following elements are considered out of scope for the review
 - Mandated services (e.g. what services should be delivered by DSSABs)
 - Provincial funding of mandated services (e.g. Ontario Works, child care, social housing, emergency land ambulance, etc.)
 - Ontario Municipal Partnership Fund



Engagement Strategy

- It is recognized that the engagement strategy must balance between:
 - the need for DSSABs and municipalities to be able to provide feedback on key issues related to the provision of social services to residents within their district and municipality; and
 - the logistical challenges of managing a direct engagement with 144 municipalities
- In consideration of the above, distinct and separate engagement approaches are planned for DSSABs and municipalities
 - A single vendor will be procured to under take the review, including planning for and carrying out all aspects of engagement

DSSABs

- Individual consultations will be held with each of the 10 DSSABs, including discussions with board members, chairs and staff – meeting structure will be developed in consultation with NOSDA



Engagement Strategy

Municipalities

- In order to ensure all 144 municipalities have an opportunity to participate in and contribute directly to the review, the municipal engagement strategy will comprise:
 1. **Targeted information sessions:**
 - 1 session would be held in each of the 10 districts
 - Attendance would be limited to elected officials from municipalities and TWOMOs, plus representation from DoKURA (in the Kenora district)
 - Sessions would be intended to provide:
 - an overview of the review (purpose, scope, and process) and key issues/concerns on DSSAB governance and accountability that have been raised to date;
 - an opportunity for municipalities to provide feedback on a set number of key questions; and
 - a walk through of the detailed written submission guidelines for those municipalities wishing to submit a formal response
 2. **Written Submission**
 - Informed by a comprehensive guideline document outlining key questions
 - One council endorsed submission would be accepted for each municipality choosing to provide input through this approach
 - It is expected that formal engagement will take place between mid-July and October
 - The submission guideline document will be made available in advance of the targeted information sessions in order to provide municipalities an opportunity to begin drafting their submissions
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Timeline

Steps	Timeline
Issue Request for Services	Complete
NOMA AGM engagement	April 2017
FONOM AGM engagement	May 2017
Vendor Selection, Onboarding and Review Planning	June to July 2017
DSSAB & Municipal/TWOMO engagement meetings and district sessions	July 2017 to October 2017
Final Report	December 2017