

Advisory Board on Services for Persons with Disabilities

Advisory Board Review

Recommendation:

That the Advisory Board on Services for Persons with Disabilities 2012 – 2013 work plan, as outlined in Attachment 2 of the November 20, 2012, Community Services report 2012CSW030, be approved.

Report Summary

This report provides an overview of the Advisory Board on Services for Persons with Disabilities and outlines their proposed 2012 - 2013 work plan.

Previous Council/Committee Action

At the April 18, 2012, City Council meeting, the following motion was passed:

2. That Administration continue to work with the following Council advisory committees, and assist each advisory committee to present a recommended work plan for 2013 to the appropriate Standing Committee in October 2012, for Committee approval, and provide any suggested changes to their establishing bylaws:
 - Advisory Board on Services for Persons with Disabilities
 - City of Edmonton Youth Council
 - Community Services Advisory Board
 - Edmonton Aboriginal Urban Affairs Committee

- Edmonton Design Committee
- Edmonton Historical Board
- Edmonton Transit System Advisory Board

Report

- Members of the Advisory Board on Services for Persons with Disabilities have been working on a renewal process that has involved clarifying and redefining the Board's mandate, role and key functions.
- This renewal process was initiated after a review in late 2011 of the history, operations and current opportunities facing the Board.
- The Board has developed the following restated set of functions as described in Attachment 1:
 - As identified in The Way We Live, help Council improve Edmonton's livability by providing advice to Council on matters affecting the status of persons with disabilities.
 - Provide advice to City departments on ways to improve City services and facilities so that they better meet the needs of persons with disabilities.
 - Work with Administration to develop the necessary information upon which to develop policy and monitor the implementation of standards and practices related to issues of inclusion and accessibility.
 - Review, monitor and make recommendations respecting accessibility of existing and proposed City facilities and services.
 - Receive referrals from Council and its Standing Committees for review and recommendation.

- Nominate persons for appointment to Agencies, Boards and Committees including the Advisory Board on Services for Persons with Disabilities as directed by Council.
- Advise Council if they identify an issue under the jurisdiction of another order of government that affects persons with disabilities in the City of Edmonton.
- The Advisory Board and Administration will review existing Bylaw 13194 and propose changes in order to formalize their restated functions.
- Attachment 1 further describes the Board's structure and process changes proposed to enhance the Board's effectiveness and efficiency of operations.
- Attachment 2 outlines the Advisory Board on Services for Persons with Disabilities work plan for 2012 – 2013.
- On November 19, 2012, the Advisory Board will be hosting a strategic planning session. The outcome of this session will further inform this work plan.

Policy

Bylaw 13194 established the Advisory Board on Services for Persons with Disabilities and prescribes powers, duties, functions, structure and procedures.

Corporate Outcomes

The Advisory Board on Services for Persons with Disabilities supports the outcomes identified in the goals of The Way We Live. Specifically, those goals include: Edmonton increases

opportunities to improve the lives of its vulnerable population; and Edmonton reduces physical and financial barriers to housing, transportation, libraries, recreation, social and leisure opportunities for residents.

Attachments

1. Moving Forward – Updated Mandate for the Advisory Board on Services for Persons with Disabilities
2. Advisory Board on Services for Persons with Disabilities Work Plan for 2012 - 2013

Moving Forward – Updated Mandate for the Advisory Board on Services for Persons with Disabilities

1.0 Introduction

The Board members of the Advisory Board on Services for Persons with Disabilities have been working on a renewal process that has involved clarifying and redefining the mandate, role and key functions of the Advisory Board on Services for Persons with Disabilities. The renewal process was initiated after a review in late 2011 of the history, operations and current opportunities facing the Board. The review process pointed to a proud history of the Advisory Board on Services for Persons with Disabilities affecting policies and practices in the areas of inclusion and accessibility in the City of Edmonton.

The review also created an opportunity to further align the work of the Advisory Board on Services for Persons with Disabilities with Council's strategic direction as articulated in "The Way We Live" which outlines Council's vision and strategic direction for the Edmonton community. Since its inception, the Advisory Board has focused attention on enhancing policies and practices of inclusion and accessibility for persons with disabilities. The 2011 review process has further aligned the work of the Advisory Board on Services for Persons with Disabilities with that of Council in the following areas:

- the continued need for Council to demonstrate continued leadership in the areas of inclusion and accessibility for Edmonton's citizens
- the opportunity to recognize and include the contributions of a diverse range of organizations dedicating themselves, along with Council and the Advisory Board on Services for Persons with Disabilities, to specific issues and opportunities that are of importance to the various communities of persons with disabilities in the City of Edmonton
- the opportunity for the Advisory Board on Services for Persons with Disabilities to engage with, and include these diverse voices in its advisory role to Council
- the opportunity for the Advisory Board on Services for Persons with Disabilities to redefine how it operates at the strategic policy level of the City, and the associated need for new administrative support in order to achieve success this area.

2.0 Council and the Advisory Board on Services for Persons with Disabilities Shared Vision for Our Community

In order to ensure alignment with Council, the Advisory Board on Services for Persons with Disabilities looked to Council's vision for the Edmonton community and its strategic direction as specifically articulated in the "The Way We Live: Edmonton's People Plan". Aligning the advisory role of the Advisory Board on Services for Persons with

Disabilities and Council's direction is specifically found in the following excerpts for "The Way We Live":

Goal Three: Edmonton is a Caring, Inclusive and Affordable Community.

Edmontonians care for each other. They want a city where all people have opportunities to achieve their aspirations. Residents appreciate a caring community is one that extends itself to all residents including vulnerable populations.

Specific Objectives Supporting Goal Three:

"The Way We Live" further articulates Council's direction in the following objectives: The City of Edmonton nurtures a caring and inclusive society.

- The City of Edmonton increases opportunities to improve the lives of its vulnerable population.
- The City of Edmonton reduces physical and financial barriers to housing, transportation, libraries, recreation, social and leisure opportunities for residents.
- The City of Edmonton lives its commitment to create a caring community.

Linking the work of the Advisory Board on Services for Persons with Disabilities to Council's strategic direction has helped the Board redefine its role as supporting Council in the development and monitoring of policies and practices relative to persons with disabilities. This redefinition is reflected in the outline of the Board's recommended mandate, role and functions in the following pages.

3.0 Mandate and Role of the Advisory Board on Services for Persons with Disabilities

The fundamental mandate of the Advisory Board on Services for Persons with Disabilities centers on the Board as an advisory body to Council. This mandate requires an understanding of the needs of the community at large and determining the link of these needs to Council's strategy and policy direction. As an advisory body on the status of persons with disabilities, the Advisory Board on Services for Persons with Disabilities undertakes a significant role in helping Council address the manner in which their strategies and policies affect people with disabilities in Edmonton.

This mandate requires that the Advisory Board, through new processes of community engagement and information gathering and exchange be clearly connected to the broad community. To do so, the Advisory Board requires research and information processes enabling it to understand issues affecting persons with disabilities on a community level. In order to undertake this strong strategy/policy advisory role for Council, the Board will work with Administration in 2013 to gain a broader knowledge of community-wide issues affecting persons with disabilities.

To achieve this mandate, the Advisory Board on Services for Persons with Disabilities must be, and must be seen to be, a collaborative and collective voice to City Council for Edmontonians with disabilities.

As well, the Advisory Board on Services for Persons with Disabilities believes its value to Council can be enhanced by focusing in the following areas of policy advice to Council:

- at the point where policy is being developed by senior administration and Council in areas affecting persons with disabilities;
- in areas where senior administration and/or Council are contemplating changes to existing policy;
- as a policy review body, proactively choosing 1-2 broad policy areas (eg. Housing) on an annual basis that the Advisory Board on Services for Persons with Disabilities would review and advise Council on these policy areas.

To work in these policy areas, new processes of collaboration will need to be developed with senior administration to ensure the Advisory Board on Services for Persons with Disabilities has the necessary information, and points of contact, to be effective in this policy advisory role. A new administrative protocol has been developed to reflect the Advisory Board on Services for Persons with Disabilities' focus (see Section 5.0 of this document).

To effectively undertake its mandate in the area of policy advice, the Advisory Board on Services for Persons with Disabilities will focus on the following priority activities:

1. To **advise** Council and Administration on potential policies, or policy changes that affect access, inclusion and issues of concern to persons with disabilities.
2. To **participate in and sponsor** events and opportunities that enhance overall awareness of inclusion and accessibility issues in our community.
3. To **engage** with the broad communities of persons with disabilities in a meaningful way - and ensure the Advisory Board on Services for Persons with Disabilities has the necessary information to undertake its advisory role.
4. To **educate Council, Administration and the public** on issues of inclusion and accessibility.

The Core Activities or Functions of the Advisory Board on Services for Persons with Disabilities

As part of the renewal process, the Advisory Board on Services for Persons with Disabilities reviewed the existing functions of the Board as stated in its Bylaw to determine whether a given function was still valid in light of the revised mandate of the Advisory Board on Services for Persons with Disabilities or required amending or elimination. After review, the Board has developed a restated set of functions (with some changes to the current Bylaw) as follows:

1. As identified in "The Way We Live", help Council improve Edmonton's livability by providing advice to Council on matters affecting the status of persons with disabilities in our community.

2. As part of a strategic policy process, provide advice to City departments on ways to improve City services and facilities so that they better meet the needs of persons with disabilities.
3. To work with Administration to develop the necessary information upon which to develop policy and monitor the implementation of standards and practices related to issues of inclusion and accessibility.
4. To review, monitor and make recommendations respecting accessibility of existing and proposed City facilities and service.
5. To receive referrals from Council and its Standing Committees for review and recommendation.
6. To nominate persons for appointment to Agencies, Boards, and Committees, including the Advisory Board on Services for Persons with Disabilities, as directed by Council.
7. Regarding its advocacy role, the Board has also validated the prior function, restated from the current Bylaw 13194, as follows:
... if the Board identifies an issue under the jurisdiction of another order of government that affects persons with disabilities in the City of Edmonton, the Board may advise Council on the issue.

If the Board wishes to advocate on an issue identified, the Board will:

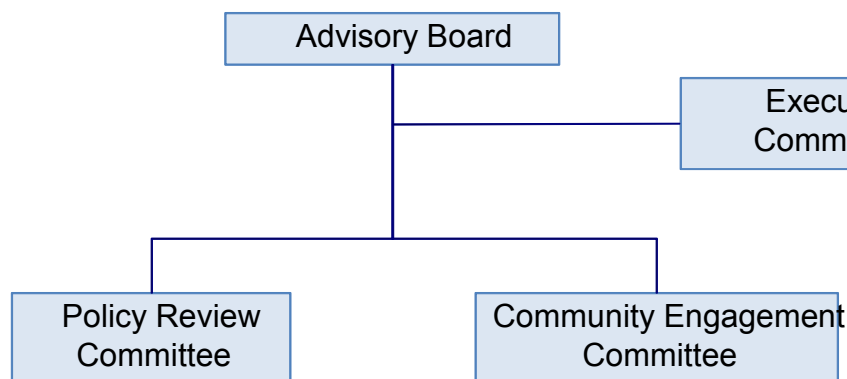
- (a) request a decision on Council's position on the issue;*
- (b) advocate the City's position on the issue, as approved by Council;*
- (c) include in the Board's annual report any advocacy actions taken, and an evaluation of any results arising from the advocacy action.*

4.0 Board Structure and Processes

Understanding the clarified mandate, role and functions helps the Advisory Board on Services for Persons with Disabilities to align its future board structures and processes. The following section describes how the Advisory Board on Services for Persons with Disabilities will organize its Board and Committee structure and outlines priorities and processes the Board will focus on in order to enhance its effectiveness and efficiency of operations.

4.1 The Advisory Board on Services for Persons with Disabilities Board and Committee Structure

During the remainder of 2012 and into 2013, the Advisory Board on Services for Persons with Disabilities Board structure will be redeveloped as follows:



A key principle in the new structure is the delineation of the Board, operating as a whole, from the work of Committees which are designed to assist and enhance the Board's ability to carry out its responsibilities. The Board maintains responsibility for all decisions and activities of all of its Committees. Board Committees are not intended to usurp the Board's authority; rather, to enhance the Board's efficiency and effectiveness in fulfilling its roles and responsibilities.

As such, the role of each group and individual within this structure includes:

Executive Committee

In support of the Board's overall roles and responsibilities (outlined in Section 3 above), the Executive Committee serves as the primary link of the Advisory Board on Services for Persons with Disabilities to Council and the Administration. The Executive Committee will consist of three members – the Chair of the Board and the Chairs of the Policy Review and Community Engagement Committees.

The role of the Executive Committee is to:

- Work with the Community Services Department on strategic executive matters; act as the liaison between the Board and the Department.
- Collaborate with the Department in setting priorities and addressing policies affecting persons with disabilities.
- Ensure regular updates are provided to the Board by each of its Committees.
- Meet with the Department as required addressing matters the Advisory Board on Services for Persons with Disabilities requires assistance on throughout the year.
- On a regular basis, review the Board structure and its processes to ensure alignment to the mandate and responsibilities of the Board.
- On a regular basis, plan for the succession and continuity of the Board through its membership selection and orientation process.

- Ensure an effective development and training program is undertaken for Board members.
- Plan for and oversee an annual strategic planning process for the Board; ensure regular updates and assessment on progress is completed throughout the year and communicated to Council and Administration as appropriate.

Policy Review Committee

The Policy Review Committee will serve as the primary body for the Advisory Board on Services for Persons with Disabilities in reviewing and assessing new and existing City policy and assessing the impact of the policy on persons with disabilities in Edmonton. As such, the Policy Review Committee will be responsible for the following:

- Researching relevant information that can help inform policy development under consideration by Council and Administration.
- Advising Council on the need for policy affecting/relating to persons with disabilities based on existing and anticipated needs within the community.
- Reviewing current City policy relating to matters of inclusion and accessibility.
- Assisting Administration in its policy development process as requested.
- Developing the necessary relationships with Council, the Administration and the community to effectively serve as an information source on behalf of persons with disabilities.

Community Engagement Committee

The Community Engagement Committee will serve as the team responsible for developing the Advisory Board on Services for Persons with Disabilities' relationships and connection points within the community. To achieve this, the Community Engagement Committee will have primary responsibility for:

- Engaging with the community to understand individual needs in relation to the programs and services available.
- Building awareness of the Advisory Board on Services for Persons with Disabilities, its role and mandate, and the strategic work it completes.
- Engaging with the community to build a better understanding of Advisory Board on Services for Persons with Disabilities' unique place and value within the community.
- Educating the community on the impact of policy and major service areas relating to it.
- Enhancing the profile of the Advisory Board on Services for Persons with Disabilities within the broader community as well as among persons with disabilities.
- Hosting and/or participating in events relating to Advisory Board on Services for Persons with Disabilities and its mandate.

- Establishing and developing relationships that are key to Advisory Board on Services for Persons with Disabilities in order to serve as an information source from and to persons with disabilities.

Board and Committee Chairs

The Board Chair is primarily responsible for ensuring the Board, through its Committees and members, is completing the key activities required to achieve its mandate, fulfill its role, and serve Council to its greatest ability within its area of responsibility. Accordingly, the Board Chair will have responsibility for:

- Calling and arranging meetings of the Board.
- Setting the agenda for the meetings in consultation with the members of the Executive Committee.
- Ensuring Board members receive necessary and timely information.
- Representing the Board to outside parties.
- Serving as the Chair of the Executive Committee.

The Committee Chairs will oversee their respective Committees to guide each in fulfilling the tasks assigned by the Board and facilitating open communication between the Board and Committees. To fulfill this role, each Committee Chair will be responsible for:

- In consultation with its Committee, developing an annual plan of meeting dates and significant matters to be considered within the meetings.
- Developing plans (including timelines and responsibilities) to complete any tasks designated by the Board.
- Conducting Committee meetings and ensuring participation by Committee members.
- Presenting Committee issues, concerns, and recommendations on matters to the Board for consideration and approval.
- Serving as members of the Executive Committee.

Individual Member Roles and Responsibilities

As members of the Advisory Board on Services for Persons with Disabilities, Board members are responsible for helping the Board pursue its goals and complete the set activities. In order to achieve this, each member of the Advisory Board on Services for Persons with Disabilities is responsible for:

- Regularly attending Board meetings and participating on a Committee of the Board. Being prepared for Board meetings by reading and understanding the agenda and materials provided prior to the meeting.
- Understanding the Board's mandate, role, and activities and how the Advisory Board on Services for Persons with Disabilities relates to Council, Administration and other organizations within the community.

- Acting with integrity and in an ethical and businesslike manner which includes proper use of authority and appropriate decorum in a group (within and on behalf of the Board).
- Keeping confidential all matters deemed as such while on the Board and handling all confidential information obtained through and subsequent to their tenure on the Board with care.
- Sign and adhere to the City of Edmonton's code of ethics and conduct for members of Boards and Agencies.

4.2 Priority Board Processes for Enhancement or Development

Boards that are successful in achieving their mandate and fulfilling their role have clear processes in place to support the established structure and to facilitate delegation of responsibility and sharing of information.

In alignment with this understanding of successful Boards, the key Board processes the Advisory Board on Services for Persons with Disabilities will be focusing on developing and improving include:

Reporting to and Engagement with Council

A primary focus for the Advisory Board on Services for Persons with Disabilities is to enhance the frequency and quality of its reporting to Council – and the manner in which it engages with Council to ensure alignment of the Advisory Board on Services for Persons with Disabilities role with Council's direction.

The Advisory Board on Services for Persons with Disabilities intends to regularly report to Council as follows:

- *Annually* – the Advisory Board on Services for Persons with Disabilities will report to Council annually on the progress of its workplan.
- *Ad-Hoc* – at the discretion of the Advisory Board on Services for Persons with Disabilities, the Board will provide updates to Council of the activities of the Board.

Annual Reporting

As identified earlier, the Advisory Board on Services for Persons with Disabilities intends to increase the frequency and quality of reporting to Council. The Board's guideline for its annual reporting will include:

- Assisting in the creation of a history of the Advisory Board on Services for Persons with Disabilities' activities and accomplishments.
- Creating information to help the Board learn, change and expand in new directions.
- Allowing the Advisory Board on Services for Persons with Disabilities to clearly outline its areas of responsibility and the value provided to Council, the Administration and the community.
- Providing the Board with the opportunity to assess its progress in the previous year.

The Advisory Board on Services for Persons with Disabilities will adhere to the following process in creating its annual report:

1. Using the desired outcomes created in the strategic planning process, the Board will measure its progress against these measures.
2. Reports will be completed on the Administration's Council template.
3. To help continually drive growth – both for the Advisory Board on Services for Persons with Disabilities and the community – the Advisory Board on Services for Persons with Disabilities will outline the key learnings that have occurred within the activities completed in the previous year.
4. Given the lessons learned, outline key items for the Advisory Board on Services for Persons with Disabilities to take forward into its strategic planning process for the coming year.
5. Highlight any other key areas where the Advisory Board on Services for Persons with Disabilities had an impact in the previous year.

In addition, the Advisory Board on Services for Persons with Disabilities intends to interact on a planned basis with the Mayor and individual members of Council to ensure a complete understanding of issues affecting persons with disabilities in specific areas of the City. The Advisory Board on Services for Persons with Disabilities intends to use these interactions as well to ensure better understanding of Council's priorities and policies.

Recruitment

The Board will look to establish a recruitment process that identifies core competencies required within the Board to achieve its goals in the coming Board term. The Board's recruitment process will be based on the following key activities:

- Identifying the competencies and expertise required relating to the areas of Board operations.
- Identifying potential members who are representative of the diversity of the community.
- Ensuring the recruitment process builds a collective competency of the Board to enable it to achieve its mandate and fulfillment of its responsibilities.
- Assessing the skills and time availability of an individual to serve on a Committee and assist potential members in understanding the requirements of a Board member.
- Work proactively with Council throughout the recruitment process to support Council in identifying potential members with the required competencies and experience to perform the work of the Board.

It is not possible for any single member of a Board to fulfill all of the Board's requirements, but with the proper mix of members, the Advisory Board on

Services for Persons with Disabilities can meet its responsibilities. The Advisory Board on Services for Persons with Disabilities seeks members who are diverse in their experiences and background. As such, the following outlines an initial competency matrix with competencies that could be beneficial to the Advisory Board on Services for Persons with Disabilities as it moves forward.

(Note: The following table represents an initial draft of the requirements of the Advisory Board on Services for Persons with Disabilities.)

	Current Board Members			Prospective Board Members		
	Board Member 1	Board Member 2	Board Member 3	Prospect 1	Prospect 2	Prospect 3
Characteristics						
Board experience						
Experience building relationships						
Experience educating individuals						
Contacts within the Council and Administration						
Contacts within other community organizations						
Experience with policy development and review						
Leadership abilities						
Capable of providing a wide perspective on issues						
Ability to represent Advisory Board on Services for Persons with Disabilities in a positive manner in the community						
Public engagement experience						
Ability to think about issues strategically						

Each year the Board will affirm or create the ideal Board profile building on this initial draft. Using the agreed-upon profile, the Board will complete the matrix to identify any gaps that exist within the current Board membership. Examining where potential new members could fill in these gaps, the Board will advise

Council of potential new board members to fill these gaps or strengthen particular areas required in the coming year Board activities.

Orientation

The Board is committed to its ongoing development as an Advisory Board and will work in a collaborative manner with Administration to provide an orientation to all new Board members. This orientation will seek to build a common understanding of the Board's mandate, roles and responsibilities, structure, processes, work plan and activities, and their responsibilities within each.

Annual Strategic and Business Planning

In order to continually grow and ensure the Advisory Board on Services for Persons with Disabilities is connected with Council, the Administration and the community and sets its strategic direction in line with the needs that exist among persons with disabilities, the Board will complete an annual strategic and business planning session.

The Executive Committee, on behalf of the Board, will work with the Community Services Department to organize an annual strategic planning session of the Advisory Board on Services for Persons with Disabilities that will serve as the input to the Board's annual work plan.

Board Evaluation and Development

On a regular basis, the Board will complete a self-assessment of its performance in relation to the established goals, completion of set activities and milestones, and overall contribution to the community. The purpose of the review is to ensure long term effectiveness and efficiency of the Board through its: 1) composition; 2) functioning; 3) policies and processes; and 4) establishment and functioning of its Committees.

The process will be confidential and the results of the evaluation will be reported to the Board, through the Chair. If deemed necessary, external assistance will be sought.

5.0 Administrative Protocol

The Advisory Board on Services for Persons with Disabilities gets support from the Community Services Department in achieving the Board's goals. Through the Advisory Board on Services for Persons with Disabilities, the Department is provided with a direct connection to the community of persons with disabilities and subsequently a richer understanding of the effectiveness of its programs and services.

There are key areas where the Advisory Board on Services for Persons with Disabilities needs assistance from the Department in order to achieve its mandate and functions. Key areas of support that will help the Advisory Board on Services for Persons with Disabilities in making an impact in the community and achieving its goals include:

1. Administrative/clerical services to assist the Board in its coordination and facilitation of meetings.

2. Coordinating events and awareness sessions hosted by the Advisory Board on Services for Persons with Disabilities.
 3. Board liaison services to help coordinate Board and Committees activities, including but not limited to:
 - Assistance with research and preparation and of information for distribution and education.
 - Facilitating relationships with individuals/groups that can help the Advisory Board on Services for Persons with Disabilities fulfill its mandate.
 - Initiating and submitting recommendations and suggested agenda items for discussion by the Board. Included in this activity is proactively reporting to the Board issues within the mandate of the Advisory Board on Services for Persons with Disabilities and “tracking” of items under consideration by the Administration that have been or will need to be considered by the Advisory Board on Services for Persons with Disabilities.
 - General promotion and dissemination of information to interested stakeholders relating to the Advisory Board on Services for Persons with Disabilities and its mandate, responsibilities, key areas of focus and how these connect to other initiatives and groups within the community.
 - Assistance with special projects, such as:
 - Community organizational scanning to assess the Board’s place within the community and how it relates to and connects with the organizations that exist.
 - Completing an environmental scan and assessment to examine and analyze the needs that exist with persons with disabilities in Edmonton and how these compare to the available programs and services.
 - Board development and training to help the Board in its efforts to orient, train and develop its members.
 - In order to establish an agreement and further define/clarify the relationship of the Advisory Board on Services for Persons with Disabilities with the Department, a service level agreement will be mutually developed each year.
1. The process for completing this agreement should generally follow these steps:
 2. With a clear understanding of the Advisory Board on Services for Persons with Disabilities’ work plan and key activities, the anticipated areas of Department assistance should be outlined along with the anticipated time required to complete each.
 3. Build a simple business case outlining the services required and how the requested services will help the Board achieve its individual related activities and overall mandate. As well, the business case should outline the outcomes/results of the work that will be completed and how these outcomes will help the Department in achieving its mandate and goals.

4. Provide the Department with time to assess the business case, determine the time and resources available to assist the Advisory Board on Services for Persons with Disabilities, and outline their expectations for outcomes as they relate to their own initiatives.
5. Through discussions between the Executive Committee and the Department, find agreement on all services, timelines and expected outcomes.

The annual service level agreement should outline the agreed-upon services each party will provide in the coming year, the estimated time required to provide these services and the timing of each.

As an initial definition of the services required by the Advisory Board on Services for Persons with Disabilities over the 2012 and 2013 calendar years, in Appendix A the Board has developed a workplan outlining the key tasks required to fulfill its mandate with Council, as well as those activities related to the renewal process.

This workplan will require the assistance of the Department as well as dedicated volunteer services of the Advisory Board on Services for Persons with Disabilities Board in order to achieve the activities addressed by the Board. Adding additional capacity to the Board in the 2012 and 2013 Council recruitment process will also be essential.

Advisory Board on Services for Persons with Disabilities Work Plan for 2012 – 2013

In order to solidify the new Board structure, develop and implement the identified processes, and fulfill the newly articulated role and responsibilities of the Board, the following work plan has been developed for the Board for the remainder of 2012 and 2013.

Renew Ourselves and Orient All Members on New Direction and Functioning of the Board
<ul style="list-style-type: none"> • With an understanding of the clarified role, confirm the Board's workplan and key activities
<ul style="list-style-type: none"> • Finalize the competency matrix with desired experience and qualities required to complete the Board's work
<ul style="list-style-type: none"> • Complete the competency matrix with existing Board members, outline where gaps exist and gaps potential members could fill
<ul style="list-style-type: none"> • Work with Council to recruit new member to fill in identified gaps
Develop orientation materials and training
Assemble a Strategic Framework for the Board
<ul style="list-style-type: none"> • Clarify Board structure and roles and responsibilities of the individuals/groups within that structure
<ul style="list-style-type: none"> • Complete an environmental scan of the community and determine where Advisory Board on Services for Persons with Disabilities fits within that
<ul style="list-style-type: none"> • Coordinate and facilitate a strategic planning process to clearly set the direction for the Advisory Board on Services for Persons with Disabilities in 2013
<ul style="list-style-type: none"> • Create a vision for the Advisory Board on Services for Persons with Disabilities for 2013
<ul style="list-style-type: none"> • Prepare a detailed Board and Committee work plan for 2013 including outcomes/results, timelines, responsibilities and where Department assistance is required
<ul style="list-style-type: none"> • Clarify the relationship with the Department; create and finalize an agreed-upon service line agreement
Assess Advisory Board on Services for Persons with Disabilities' Potential Impact on Policy
<ul style="list-style-type: none"> • Identify (existing and planned) policy areas the Advisory Board on Services for Persons with Disabilities could impact giving its position and connection with the community
<ul style="list-style-type: none"> • Complete necessary research and engagement to prepare Board position on key policy areas identified

- Using the assistance of the Department, prepare recommendations that relate to policy areas

Education and Awareness

- Identify key areas where the Advisory Board on Services for Persons with Disabilities can provide education and awareness of the needs of persons with disabilities and the services available in relation to each
- Complete necessary research and engagement to prepare education topics and materials
- Develop mechanisms to analysis effectiveness and outcomes of education and information provided within the community
- Coordinate and facilitate education and awareness-generating events