

Community Partnership Enhancement Fund (CPEF)

Follow-up Report for Regional CPEF Partnerships

Prepared on behalf of
Community Project Support Branch
Alberta Children's Services

November 2004

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Table of contents

Introduction	3
Background to the Community Partnership Enhancement Fund (CPEF).....	5
What the Community Partnership Enhancement Fund is	5
Context -- reason for this fund	5
FCSS and CFSA involvement in advising how the fund is rolled out	6
Intentions of the Community Partnership Enhancement Fund.....	6
Givens.....	6
Community Partnership Enhancement Funds can be used to increase <u>capacity</u> for partnership	7
Summary of findings.....	8
What helped?.....	8
Challenges.....	9
Suggestions for things that could help move the process forward	10
Sustainability.....	11
Role of banker	11
Specific ways that Alberta Children's Services could help	11
Gathering of CPEF projects	12
Other comments	12
Appendix A: CPEF Regional Partnership Contact List	13
Appendix B: Overview of Selected CPEF Project Strategies by Region	17
Appendix C: Excerpts from CPEF Project Grant Applications by Region.....	22

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*"Coming together is a beginning,
staying together is progress, and
working together is success"*
- Henry Ford, 1863 - 1947

Introduction

The 2003-2006 Alberta Children's Services Business Plan includes \$2,000,000 per year for the purpose of making it easier for Child and Family Services Authorities (CFSAs) and Family and Community Services (FCSS) programs to work together. This fund is called the Community Partnership Enhancement Fund (CPEF).

In the summer of 2004, Community Project Support Branch contracted Vital Connections and Hutchinson Associates to learn about the experience of FCSS programs and CFSAs as they worked jointly to use CPEF funds available to them.

The purpose of this follow-up project is to:

- Learn what progress CFSA and FCSS representatives have made with their projects since their applications were approved;
- Learn what has helped and what challenges or barriers they have experienced;
- Identify what support would be helpful from Alberta Children's Services and Community Project Support Branch;
- Write a paper for distribution to the CPEF projects sharing the findings of this review;
- Recommend actions through which Alberta Children's Services in general and Community Project Support Branch in particular can assist regions to move forward and ensure sustainability of work undertaken through CPEF.

During the 9 weeks ending November 22, 2004, the consultants connected with CFSA and/or FCSS representatives actively participating in the CPEF regional partnership in each of the 10 regions. Participants provided their responses to the questions below through telephone interviews.

Attempts were made to connect with a minimum of two to three people in each of the regional partnerships. In some regions, as many as seven people provided information. In one of the regional partnerships, only one person responded to the invitation to participate. Fortunately, the person that did respond was actively involved in the regional partnership and was able to provide details on what had taken place in that region.

The questions included:

- In regard to CPEF, what has happened since the grant application submitted from your region was approved? (What progress have you made?)
- What has helped as you have implemented the project plans in your region?
- What challenges have you faced?
- What would help FCSS and CFSA in your region to move CPEF forward?
- What would help CFSA and FCSS in your region to ensure sustainability of whatever you choose to do through CPEF?
- The next 3 questions are about how the role of banker has worked in your region?
 - What has worked well?
 - What challenges, if any, have there been in your region?
 - Do you have any other comments about the banker function?
- Are there any specific ways you can think of, that Alberta Children's Services could assist?
- If Community Project Support Branch (Tim Moorhouse's area) was to hold a gathering of CPEF projects across the province, which 2 people representing the CFSA and FCSS programs would be the people that could best represent your CPEF project?
- Do you have any other comments?

This report has been prepared for distribution to the CPEF regional partnerships. The report includes the following:

- Detailed background information on the CPEF initiative;
- A summary of the themes and trends that emerged from the interviews;
- Appendix A: A contact list for the 10 CPEF regional partnerships;
- Appendix B: A chart summarizing the strategies mentioned during the interviews that are being used by the 10 CPEF regional partnerships; and
- Excerpts from the grant applications for the 10 CPEF regional partnerships.

The consultants hope that this information will be useful to the CPEF partnerships across the province.

Background to the Community Partnership Enhancement Fund (CPEF)¹

What the Community Partnership Enhancement Fund is

In the 2003-2004 provincial budget, \$2,000,000 was included for each of 3 years through 2005-2006 for the intent of making it easier for Family and Community Support Services (FCSS) programs and Child and Family Services Authorities (CFSAs) to work together in order to:

- Enhance community based preventive approaches to support children, youth and families at risk of child abuse and neglect; and
- Reduce the likelihood of future abuse and neglect.

Context -- reason for this fund

Over the past several years, Alberta Children's Services developed and implemented the Alberta Response Model in order to achieve better outcomes for children, youth and families at risk of child abuse or neglect. Research and experience in Alberta and elsewhere make it clear that community involvement and support is an important factor in helping children, youth and families to grow strong, healthy and resilient.

Discussions happened across Alberta about how FCSS and CFSAs could work together more closely in support of improved outcomes for children, youth and families. A Ministerial tour, regional meetings, and numerous other consultations and discussions took place during 2003.

The Community Partnership Enhancement Fund was a direct response to concerns and suggestions voiced by FCSS and CFSA representatives across the province. Among recurring themes were that, in order to work more closely with CFSAs to help improve outcomes for children, youth and families, FCSS programs need:

- Regular contact and two-way communication between FCSS and CFSA -- at front-line, management and governance levels;
- Information about trends, needs and specific processes of CFSA;
- Recognition and respect for the FCSS role in community; and for municipal individuality and autonomy;
- Understanding of what is driving CFSA services and requests for help; what outcomes are expected; and what they mean by words such as "prevention" and "early intervention;"
- Processes to track outcomes, and processes to share evaluation and subsequent decisions for change based on what has been learned; ways to track and acknowledge the value of community involvement;

¹ This section is taken from the CPEF Guidelines document distributed at launch events held in the fall 2003. This material has been included since there have been significant personnel changes in several of the CPEF Regional Partnerships across the province.

- Money to cover the cost of cooperative community-based work to design, plan, operate and evaluate services that help families at risk of child abuse and neglect be strong and healthy.

The Community Partnership Enhancement Fund is intended to help CFSA's and FCSS programs make these conditions more likely within their regions.

FCSS and CFSA involvement in advising how the fund is rolled out

Through a facilitated process, a working group of representatives from CFSA's and FCSS programs, along with representatives of Alberta Children's Services, advised on details of how the \$2,000,000 Community Partnership Enhancement Fund could best be administered.

As details were worked out, the working group members and other CFSA, FCSS and Alberta Children's Services department representatives were also asked for their comments.

Intentions of the Community Partnership Enhancement Fund

Purpose

The Community Partnership Enhancement Fund is intended to make it easier and more likely for FCSS programs and Child and Family Services Authorities to work together on community-based preventive approaches to helping children, youth and families at risk of abuse or neglect to grow strong, healthy and resilient.

Intended outcomes

Within a region, these funds must be used for projects or initiatives that:

- Build stronger community-based partnerships in support of children, youth and families;
- Increase the number of children, youth and families connecting with community-based services;
- Decrease the number of vulnerable children and youth needing child protection services and increase their well being in their communities; and
- Increase the number of permanent adoption placements

by

- Increasing community or region-wide capacity to achieve these objectives; and
- Better connecting children, youth and families to support within their communities.

Givens

1. Participation by any municipal or Métis settlement FCSS program is voluntary.
2. The CFSA and participating FCSS programs in a region must be involved in making decisions about how Community Partnership Enhancement funds are used in their region. Participating FCSS programs and CFSA partners are welcome to invite other organizations to participate with them.
3. The Community Partnership Enhancement Fund is completely outside and separate from the FCSS allocation administered under the *FCSS Act and Regulation*. That is because:

- The province does not specify municipal priorities for use of FCSS funds. In contrast, the Community Partnership Enhancement Fund is intended to help achieve specific outcomes for children, youth and families within a region.
 - Regular FCSS funds require a 20% municipal contribution. The Community Partnership Enhancement Fund does not require a municipal financial contribution. (However, a municipality could choose to use some of its FCSS funds for initiatives that support the objectives of this fund).
4. Projects initiated in a region through the Community Partnership Enhancement Fund may focus on issues affecting children, youth and families from more than one community. Methodologies developed through the Community Partnership Enhancement Fund need to be able to include children, youth and families whether or not the FCSS program in their community is participating in the Community Partnership Enhancement Fund.

Community Partnership Enhancement Funds can be used to increase capacity for partnership

In order to work together increase their regions' capacity to support children and families, FCSS programs and CFSA's may need to build closer working relationships, and also to develop systems or processes that make it possible to work together more closely.

For example, Community Partnership Enhancement Funds could be used for:

- Opportunities to get to know one another better; opportunities to exchange information about one another's mandates, programs and services, limitations and resources, and what trends they are noticing in their communities;
- Learning more about factors that reduce risk of child abuse and neglect, and contribute to safe, healthy and resilient children, youth and families; learning more about factors that increase community capacity to support children, youth and families;
- Processes to identify the region's underlying root causes of child abuse and neglect, and the region's underlying strengths and capacities that support strong, healthy and resilient children, youth and families, and "family friendly" communities.
- Processes to identify common ground, set shared goals and outcomes and plan how to achieve them;
- Projects to develop new protocols for working together, or new ways of assisting children and families;
- Projects to develop better ways to track outcomes and evaluate effectiveness.

The Community Partnership Enhancement Fund can be used to help cover the cost of developmental processes that foster joint learning, planning and programming for the benefit of children, youth and families.

Summary of findings

A summary of the most common answers to the interview questions is provided along with key statements.

What helped?

- Consultant/facilitator/coordinator role
 - Could be internal or external person
 - Someone perceived to be neutral
 - Has designated time and responsibility to carry out the following functions:
 - Stay on top of the big picture – all activities in relation to the goals and business plan; helps other people stay on top of that too
 - Arrange meetings, events, etc. – take care of organizing details
 - Facilitate meetings and other processes
 - Ensure communication – minutes, phone calls, newsletters, etc.
 - Look after administration – prepare reports, ensure project requirements met
 - Can anticipate the next stages, do groundwork, bring reports and plans to steering committee or management committee, suggest next logical directions
- Previous relationships and history of working together
- Leadership role by some individuals in the region; for example:
 - In some regions, CFSA person(s) designated to help with CPEF coordination, look after administrative (reporting) requirements, etc.
 - In some regions, FCSS or CFSA person takes the lead in making sure smaller rural programs are involved; acts as “bumblebee” communicating and cross-fertilizing what’s going on
 - “Great steering committee” or “Great chairperson”
- CPEF itself
 - Having money for travel costs, money to contract facilitation, money for contracted projects or research
 - “Forced contact” – incentive to be together in order to use money; then opportunities to learn more about each other’s mandates, communities
- Events to be in the same place at the same time
 - Launch events
 - Activities to learn more about CPEF, mandates, people, etc. – joint meetings and workshops, tours of facilities and communities, explanations of new legislation, etc.
 - Facilitated processes to make decisions about next steps
- Open transparent processes
 - Communication, communication, communication
 - People trust in the transparency of decision-making and how tasks carried out

- Assistance from Community Project Support Branch
 - In-person presence of Tim Moorhouse (in some regions)
 - Telephone contact; answering questions, etc.
 - Assistance with paperwork processes
- Figuring out ways to work together more efficiently
 - Telephone and e-mail communication,
 - Scheduling meetings to deal with several partnership initiatives at once
 - Creating zone structures and “out and back” processes for decision making between and among multitude of FCSS programs
 - Figuring out ways to involve small part time rural FCSS programs
- Banker role defined and agreed upon; working out clear internal CPEF financial procedures
- Keep going back to original vision and goals

Challenges

- TIME
 - Everybody is busy
 - For most, CPEF is far down the list of priorities; hard to fit in
 - CFSA especially busy implementing new Act, some are re-structuring too
 - Many other initiatives too – e.g. Parent Link
- Personnel changes
- Smaller part time rural FCSS programs; hard to find time; hard to get to meetings; sometimes hard to see relevance or importance to them
- How to fit this in or see where it fits with other province-initiated partnership initiatives:
 - Pre-existing partnership initiatives (ECD, Student Health, FAS, home visitation),
 - Not sure how to (or whether allowed) to combine CPEF funds with others, e.g., ECD
 - Added Parent Link this year
 - A few CFSA's talked about new “community engagement” paper from Children's Services department – how does this fit with CPEF?
- (Related to above point) Many things coming down at the same time. Lack of coordination at provincial level for CFSA/community initiatives coming from Department. Not sure at regional and local level what the expectations are about how these can fit together. Not sure how to fit them together even if not concerned about provincial expectations. It's all the same people doing the work.
- Tight time lines (people were often thinking about Parent Link, but it was all the same people required to work together and get in proposals)
- FCSS had previous consultation about CPEF; CFSA's were not as involved in development. Many CFSA people had no information that this was coming; even if CFSA representative was at a launch event, the information did not necessarily extend past those CFSA people who attended an event
- Finding the right person for coordinator role

- Early skepticism – about CPEF, or about the value of strengthening relationships. Some still think investing in relationships is wasteful; believe money should go into services for families; don't see a connection between coordinated working relationships and support for families
- Hard (especially for CFSA) to communicate with multitude of FCSS programs; hard to “partner” when one (CFSA) can make decision for whole organization, and the other (FCSS) has to go back to each individual program
- At the beginning, previous misconceptions, misunderstandings between CFSA and FCSS affected CPEF. Still sometimes different perceptions and understandings of one another: what CFSA can actually do (re particular families); what FCSS can actually do (re support for families within the community). However, several regions reported that though these were challenging at the beginning, they are beginning to get past “past history”.
- Largest urban FCSS programs do not directly provide services; they fund community agencies. Communication and program or protocol development needs to include a multitude of funded agencies
- Bringing front line staff into the process
- Distance and diversity – sheer size of some regions
- CPEF not guaranteed past 3 years. Makes some people think, “Why bother?”

Suggestions for things that could help move the process forward

- Commitment to continue CPEF funding
- Strategies that could address time and distance issues
- A community coordinator that reports to both FCSS and CFSA
- Additional funds to hire additional staff to coordinate
- Additional funds to continue or expand coordination initiatives at regional level
- Children's Services and Cross Ministry coordination of partnership initiatives: coordinate the coordination initiatives!
- Being able to sit once a year to plan for all coordination and partnership initiatives. (requires lead time to know what's coming)
- Co-terminus boundaries (FCSSAA regions and CFSA regional boundaries)
- Information about what other CPEF regions are doing

Sustainability

- Would like Alberta Children's Services to make commitment to on-going CPEF funding
 - Need on-going funding to have coordinator in some regions
 - Need on-going funding to sustain joint case management initiatives.
- Some regions are consciously choosing to use CPEF only for "process" outcomes. Increased understanding of one another, and new procedures or protocols that may be developed, will be folded into on-going operations.
- Training initiatives have lasting effects.
- Some regions that have CPEF-funded services are looking for sources of on-going funding to sustain the service if CPEF funds end
- Need Ministerial commitment and direction: "You must work together."

Role of banker

- For most regions, system seems to be working well; was easy to set up because systems for doing that were already in place by the banker organization.
- A few adjustments needed at the beginning in some regions
 - Some bankers needed clarification re money to be carried over to next year
 - In at least one region, lots of front-end work was required to make it work
 - Some bankers not set up right away, so took a while for money to get out to regional projects after it had been received by the banker organization
 - In some regions, initial challenges in working out the set-up and understanding of the banker role
 - Some regions still working out procedures for distributing funds, approval processes, etc.
 - In at least two regions, some CPEF partners disagreed with the administration fee for the banker organization. Appears that conflict is now resolved
- Most frequent comment: "I always get my expense cheques with no problem, so as far as I know the system is working well."

Specific ways that Alberta Children's Services could help

- Commit to on-going funding for this partnership initiative
- Continue to support/encourage CFSA and FCSS programs to communicate
- Ministerial direction that working together as in CPEF is considered "standard operating procedure"
- Coordinate the coordination initiatives – timing, purpose, etc. Be explicit about how different initiatives fit with one another – from the Department perspective. Be explicit about what regional partners can do to link the funds and the activities of varied partnership initiatives (i.e., spell out the province's rules for this). Set it up so regions can do "partnership planning" about once a year for all the partnership initiatives.
- Provide information about CPEF in all the regions

- Provide a list of contacts for each regional partnership to encourage networking and sharing
- Provide information re projects in each region
- Share what has been learned through CPEF across the province
- Share best practices
- Hold a gathering to facilitate exchange among the CPEF projects (see next section)
- Tim Moorhouse participation
 - Comments at FCSS annual general meeting
 - Attendance at some of the regional gatherings
 - Continue to be available for consultation

Gathering of CPEF projects

- Most people like the idea (would like to hear what others are doing, what they are learning, etc.)
- A few people do not think a gathering would be useful (think information can be exchanged via written summary reports, etc.)
- Which two people to send from the region
 - A number of people said it would need to be more than two people from their region in order to be meaningful (especially in the regions that have zones or sub-areas in which they are working)
 - Several said 3 people: one CFSA, one FCSS, and whoever is the person coordinating the over-all project
 - A number said they didn't want to suggest specific names; the CPEF steering committee or management committee could designate representatives to attend
- Ideas for activities at a CPEF gathering
 - Information sharing in a way we can use and implement in our own region
 - Hands on, practical
 - Do something fun
- Need lots of notice – at least one month

Other comments

- Thank you for CPEF
- Thank you for following up
- We are learning lots about each other; and lots about partnership. Valuable. Worthwhile.
- Time consuming
- These little pots of money have created another level of bureaucracy

Appendix A: CPEF Regional Partnership Contact List

The following people are listed as contact people on their CPEF grant application form, and/or were named as contact people during interviews to gather information for this project. Not everyone named on this list provided information, and not everyone who provided information is named on this list.

Region 1:

Michele Montgomery (formerly Gwen Noble)
Southwest CFSA
107 Palliser Centre, 3305 - 18 Ave North
Lethbridge, AB T1H 5S1
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Fax: 1-403-381-5608
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Banker: City of Lethbridge

Region 2:

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Bow Island, AB T0K 0G0
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E-mail: fcss40ml@bowisland.com

Banker: Town of Bow Island

Region 3:

Pam Crosby
CPEF Coordinator/Consultant
Phone: 1-403-374-2572

Randy Eil
FCSS Coordinator
Rocky View (MD # 44) FCSS
911 – 32nd Avenue NE
Calgary, AB T2E 6X6
Voice: 1-403-230-1401
Fax: 1-403-277-5977
E-mail: rell@gov.mdrockyview.ab.ca

Jason Luan, City of Calgary FCSS
FCSS Community Strategies
City of Calgary
P.O. Box 2100, Stn. M, #8116
Calgary, AB T2P 2M5
Business voice: 1-403-268-5111
Business fax: 1-403-268-5765
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Banker: City of Calgary

Region 4:

Linda Boyd (previously Scott Cameron)
City of Red Deer (FCSS)
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Red Deer, AB T4N 3T4
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Red Deer, AB T4N 1X4
Voice: 1-403-340-7757
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Banker: City of Red Deer
Contact: Linda Boyd

Region 5:

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Banker: Provost & District FCSS
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Region 6:

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Banker: Community Services, City of Edmonton
Contact: Harry Oswin – see above

Region 7:

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Region 7 (continued)

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Banker:
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Lillian Parenteau, CEO
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Banker:

Year 1:
Métis Settlements CFSA, Region 10
Contact: Lillian Parenteau
Continues with monitoring and evaluation role
while Métis Settlements General Council takes
on banker role in year 2

Year 2:
Harry Supernault, President
Métis Settlements General Council
Suite 200, 10335 – 172 Street
Edmonton, AB T5S 1K9
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Fax: 1-780-489-9558
E-mail: none listed

Appendix B: Overview of Selected CPEF Project Strategies by Region

Region	Region-wide plus Zones	Hired Coordinator/ Facilitator/ Consultant	Assessment	Directories/ On-line databases	Asset Mapping	Planning together
Region 1	Three zones: - Barons-Eureka-Warner - City of Lethbridge - Western zone	Yes: community liaison east & west Yes: study of co-location	- Why children coming into care? - Calls not child welfare relate to parenting and parent education – Link these back in to the community	- On-line database linked to Inform Alberta - Community directories - Community link database - Moving to 211	Yes	CPEF helpful to Parent-Link
Region 2		Yes: coordinator	- Shortfalls in service - Benefits of connecting with other jurisdictions	- Network directory - electronic and/or hard copy		
Region 3	Four zones -3 geographic areas around Calgary -City of Calgary	Yes: coordinator/ consultant	- Community survey re barriers - How to plan together better	- Inform Alberta database - Electronic network/ database - 211 initiative	Yes: Community mapping	CPEF helpful to Parent-Link
Region 4	Four zones	Yes: coordinator				Detailed CPEF plan almost complete
Region 5	Local area projects	Yes: coordinator / consultant	- Survey of staff and boards			Introduction of new Act

Appendix B: Overview of Selected CPEF Project Strategies Mentioned in Interviews by Region (continued)

Region	Region-wide plus Zones	Hired Coordinator/Facilitator/Consultant	Assessment	Directories/On-line databases	Asset Mapping	Planning together
Region 6	Yes: - Suburban-rural - City of Edmonton	Yes – facilitated development of logic model Yes: coordinator/consultant			Community mapping	- Planning day in City of Edmonton for CFSA EI and FCSS contracted agencies
Region 7	Four: -West -Central - North - East	2 CFSA staff providing administrative support	- Survey of partnerships in the region – barriers and challenges - Slave Lake – needs assessment re human services	- Info-Mall – internet-based (north zone) - ECD directory (north zone)		- Integrated services projects in west and central zones - Mental Health triage model in east zone
Region 8		Yes				
Region 9		Yes: coordinator/consultant				
Region 10	Yes - 8 Métis settlements	- Support from Region 10 staff				

Appendix B: Overview of Selected CPEF Project Strategies Mentioned in Interviews by Region (continued)

Region	Relationship building: Front-line Managers Governance	Orientation	Workshops	Regional joint conference	Experts Contracted
Region 1	F: not yet M: team: yes G: not yet	Not yet due to staff turnover		- Not yet	- John McKnight (capacity-building)
Region 2	F: yes M: team: yes G: not yet		Yes: front-line so understand services each others' provides	- Not yet	
Region 3	F: Yes M: Yes G:	- Zone meetings - Joint conference: March 2004		March 2004 April 2005	
Region 4	F: Yes M: Yes G: Yes	- Zone meetings - Leadership gala for boards, mayors, senior managers		In planning for end of year	
Region 5	F: Yes M: Yes G: Yes	Yes – local projects	- SWOT workshop for Management Group leading CPEF	February 2005	- David Irvine (partnership building) - Mary Gordon (capacity building – Roots of Empathy) - Keith Pattison from BC (developmental assets)
Region 6	F: Yes M: Yes G: Not yet	Local area meetings			

Appendix B: Overview of Selected CPEF Project Strategies by Region continued

Region	Relationship building: Front-line Managers Governance	Orientation	Workshops	Regional joint conference	Experts Contracted
Region 7	F: Yes M: Yes G: Symposium being planned (east zone)				- Andrew Debicki (wraparound project 3-day training in central zone)
Region 8	F: Yes M: Yes G: Yes – 2 site visits for board governance and senior staff	- Partnership development meetings using site visit approach due to size of region		November 3 – conference repeated on November 4 th to facilitate staff attendance - Other agencies invited too	- Dr. Bruce Perry
Region 9	F: Yes M: Yes G:			Other agencies invited too	- John McKnight
Region 10	F: Yes M: Yes G: Yes				

Appendix B: Overview of Selected CPEF Project Strategies by Region continued

Region	Local grant application process	Newsletters	Website for CPEF	Other strategies
Region 1	No			
Region 2	No			Community worker concept: 50 % FCSS & 50% CFSA
Region 3	No			Bus tours so staff get to visit each others' work sites
Region 4	No	Under consideration	Under consideration	
Region 5	Yes	Yes	Yes	
Region 6	Yes			
Region 7	Yes			Wraparound concept in west and central zones
Region 8	No			- Steering committee rotates meeting location and invites local FCSS and CFSA to lunch together - Communication plan developed
Region 9	No			- Why try? Project for high risk youth - Outreach to youth to age 18 and their families
Region 10	No			Development of family support programs

Appendix C: Excerpts from CPEF Project Grant Applications by Region

REGION 1:

Goal 1: Assessment: comprehensive analysis of our communities

Outcomes:

- Relevant and accurate information regarding socioeconomic and demographic factors, community assets and gaps.
- Relevant and accurate information regarding the interconnections among programs and the responsiveness of programs to local needs and goals.
- Regional strategy for responding to the needs of children and youth.
- Improved cross sector collaboration.
- Stronger community-based partnerships in support of children and families.
- An increase in the number of children and families connecting with community-based services.

2003- 2004 Activities

- Contracted research position to carry out the assessment.
- Comparative in-depth case analysis by community/region: examine child protection files to determine why a child entered protection and the services/supports that were accessed to discover the link between point of access and outcome. The end result is to prevent – develop programs or services that may meet the needs of families or intervene early enough to help a family find the appropriate connections in the community.
- Investigate approaches to community asset mapping.

2004- 2005 Activities

- Complete assessment.
- Complete comparative in-depth case analysis by community/region regarding reasons for protection.
- Investigate approaches to community asset mapping.
- Development and implementation of a strategic plan to strengthen community-based preventive approaches for children, youth and families based on assessment of current situation.

2005-2006 Activities

- Community asset mapping based on previous investigation.
- Continued implementation of strategic action plan to strengthen community-based preventive approaches for children, youth and families, and evaluation.

Goal 2: Building knowledge and understanding

Outcomes:

- Increased opportunity for professional development.
- Increased opportunity for professional networking.
- Increased cooperation and collaboration among service providers.
- Enhanced sharing of professional skills and human resources.
- Training to increase knowledge.
- Increase understanding of community development, i.e., speaker's series, and community capacity building.

Region 1 (continued)

- Increase possibility for relationships outcomes.
- Relevant and accurate information regarding the interconnections among programs and the responsiveness of programs to local needs and goals.
- An increase in the number of children and families connecting with community-based services.

2003- 2004 Activities

- Regional meetings:
 - Make the connection with all the communities in our region and CFSA to inform everyone of the CPEF and its benefits; and
 - Bring communities together with CFSA to discuss issues/concerns and share programs/services that will try to meet the needs of citizens in our region.
 - By building a strong relationship with each other, we are better able to build the linkage between the client/citizen and the supports/services in communities.
 - Information about Through a Child's Eyes Coordinating Committee will be included in the regional meetings.

2004- 2005 Activities

- Continuation of regional meetings between CFSA/FCSS
- Community development capacity building through training and interaction
- Opportunities for relationship building. E.g., specific projects, social interaction activities between colleagues of different capacities, i.e., rafting, dragon boat festival.

2005-2006 Activities

- Host a region-wide resource fair and gathering of colleagues in the social services and community supports.
- Continuation of regular defined regional meetings between CFSA/FCSS and other partner agencies.
- Community LINKS:
 - To develop and maintain a comprehensive database for the region including all communities both urban and rural;
 - To implement "real time" access to information and a referral service of community resources for seniors, families and professional service providers through an information line, storefront access to information and through the Internet.
 - LINKS will provide instant, reliable, single source information and service options through the development of the database.

Goal 3: Get connected

Outcomes:

- Increased awareness of resources and services in the community and region.
- Increased cooperation and collaboration among service providers.
- Increased number of children, youth and families connecting with community-based services.
- Greater visibility in the community.
- Family is able to access appropriate services.
- Agencies refer to other agency services for the benefit of families.
- The most effective and efficient services are accessed.

Region 1 (continued)

2003- 2004 Activities

- Community LINKS:
 - To develop and maintain a comprehensive information and referral service for the region including all communities both urban and rural.
 - To implement “real time” access to information and a referral service of community resources for seniors, families and professional service providers through an information line, storefront access to information and through the Internet.
 - LINKS will provide instant, reliable, single source information and service options through the development of the database.
- Community liaison project: Each of the 3 geographic areas within the region (Barons-Eureka-Warner/Magrath, City of Lethbridge and Fort Macleod/Granum/Cardston/Pincher Creek/Crowsnest Pass) will determine the specific function as defined by the specific needs of the area.
 - Purpose: To create a collaborative liaison between the CFSA and the FCSS programs at the local community level.
 - Anticipated outcomes:
 - Members of the community, FCSS and the CFSA workers will be aware of the services offered in the local community and region
 - Shared understanding of the emerging trends and issues impacting children and families at the local level

- The encouragement of community participation of members and groups emphasizing the importance of natural helpers, support networks and cultural groups.
- Coordinated and integrated services for children and families.

2004- 2005 Activities

- Community LINKS:
 - To continue the development and maintenance of a comprehensive database for the region.
 - To support the “real time” access to information and a referral service.
- Continuously improve the community liaison project.

2005-2006 Activities

- Continue the improvement of the community liaison project.

Organization and Communication:

- Travel and meal subsidy for the Project Team (FCSS & CFSA)
- Telephone, e-mail
- Banker provides administrative/clerical support for the meeting and events
- Project team will receive quarterly updates and more often if necessary.
- CPEF meetings between the partners will be held at least quarterly.

REGION 2

Goal: To increase the capacity of FCSS and CFSA to work together to create opportunities which will enhance both the exchange of information and the interaction of community programming to better serve the needs of children, youth and families.

Actions (Objectives):

- To contract out the proposal-writing component as required by the fund administration.
- To develop “in-house” workshops for front-line staff designed to increase awareness and knowledge of programs and services offered by their respective organizations.
- To examine opportunities to supplement shortfalls in manpower and/or use the fund to ensure active participation from smaller community FCSS operations.
- To conduct CFSA/FCSS front-line worker meetings where information can be shared. It is anticipated this will lead to greater joint (partnership) opportunities as well as keeping everyone current in regional affairs.
- To identify, through an assessment method, where shortfalls in service exist within Region 2.
- To research where connecting with other jurisdictions may be beneficial, e.g., federal government, other ministries, etc.
- To develop a network directory that could be either electronic or hard copy. The network directory will be reviewed every six months and updated.
- Ongoing evaluation and planning for services and budgets.

Evaluation questions and indicators:

- Are CFSA and FCSS programs in Region 2 working together more closely in support of children, youth and families than prior to CPEF, i.e., prior to 2003-2004?

Indicators:

- Number of joint CFSA/FCSS initiatives
- Location (i.e., distribution throughout region) of joint initiatives
- Number of ongoing (i.e., regular) joint CFSA/FCSS meetings
- Satisfaction surveys

- Do communities in our region have greater capacity to facilitate strong, healthy, resilient children, youth and families?

Indicators:

- Increased networking opportunities
- Number of individuals attending meetings on a regular basis

- Rural communities in our region are more connected and supported.

Indicators:

- Participation in overall process (meetings, workshops, etc.)

- Share best practices

Indicators

- Showcase community worker concept

REGION 3:

Goals and Outcomes:

Goal 1: Every front-line worker (CFSA, FCSS, others) is:

- Knowledgeable about the services available to the families they serve, and
- Able to work together with others in contact with the families.

Goal 2: We make the best use of resources available to assist children, youth and families.

Goal 3: People at the political/governance levels are:

- Aware of what affects children, youth and families,
- Understanding, and
- Willing to take action.

Goal 4: Children, youth and families at risk of abuse and neglect are identified before they are in need of protection services, and receive the help and support that they need.

Goal 5: Communication among the members of the Calgary and Area CPEF Partnership is effective, timely and makes the best use of existing and needed information technology to facilitate the enhancement of the partnership.

Goal 6: We are able to measure the results of our partnership work in the lives of children, youth and families.

	Major actions for each year		
	2003-2004	2004-2005	2005-2006
Over-arching Strategies	1. Contracted dedicated resources support the CPEF Partnership: coordinator/facilitator. Information technology support, conference planner. 2. Take the pulse of the region over the next few months and decide upon next steps, i.e., task groups, sub-projects, and submit a more detailed work plan for years 2 and 3 by March 31, 2004. 3. Use a mix of community/district actions and region-wide actions and strategies to achieve goals.		

Region 3 (continued)

Goals and outcomes	2003-2004	2004-2005	2005-2006
<p>Goal 1: Front-line workers Outcomes:</p> <ul style="list-style-type: none"> • Relationships built • Mechanisms support front-line workers to work together 	<ul style="list-style-type: none"> • Front-line workers meet and get to know one other better at community/district levels • Develop region-wide information bank of existing programs and services. • Working Together Conference – share information on trends, issues and drivers etc 	<ul style="list-style-type: none"> • Policy changes/ additions re orientation of new staff; continuing education of current staff • Mechanisms put in place to support front-line workers 	<p>To be developed</p>
<p>Goal 2: Best use of resources Outcomes:</p> <ul style="list-style-type: none"> • Resources shared • Mechanisms support best use of resources • Joint annual planning 	<ul style="list-style-type: none"> • Resource sharing: community assessments, best practices, etc. • Develop region-wide information bank of existing programs and services. 	<ul style="list-style-type: none"> • Joint annual planning • Mobilize partners to respond to emerging issues 	
<p>Goal 3: Governance/Political Outcomes:</p> <ul style="list-style-type: none"> • Awareness • Understanding • Take action 	<ul style="list-style-type: none"> • Working Together Conference 		
<p>Goal 4: Identify and serve Outcomes:</p>	<ul style="list-style-type: none"> • Develop region-wide information bank of existing programs and services. • Assess continuum of services and identify gaps/areas for improvement • Front-line workers meet and get to know one another at community/district levels. 	<ul style="list-style-type: none"> • Protocol development • Feedback loop so know what happened after the referral 	

Region 3 (continued)

Goals and outcomes	2003-2004	2004-2005	2005-2006
<p>Goal 5: Communication Outcomes:</p> <ul style="list-style-type: none"> • Communication plan • Program and services information bank • Standardized reporting and comparable information region-wide 	<ul style="list-style-type: none"> • Members share information • Develop region-wide information bank of existing programs and services. • Decide upon best methods and approaches to communicate different types and kinds of information • Develop consistent data collection, interpretation and reporting 		
<p>Goal 6: Measure Results</p>	<ul style="list-style-type: none"> • Assess current situation • Decide on results to be measured and establish mechanisms to support it 		

Organization and Communication:

- A 7-person steering committee has been struck to oversee the Calgary and Area CPEF Partnership. Representatives from the CFSA and FCSS programs are drawn from the 4 areas of the region: northwest, east, south and the city of Calgary, therefore including both rural and urban representation.
- The steering committee will act as the supervisor for the coordinator and other contracted resources.
- Out and back processes using e-mail will be used so all partners have the opportunity to be fully-informed and participate without taking the time to attend additional meetings.
- Meetings will be structured so that more than one topic can be addressed at one meeting so the number of meetings can be reduced if possible.
- Region-wide gatherings will take place at least every 6 months. The first region-wide gathering will be a Working Together Conference to take place by the end of March 2004.
- District gatherings will build upon existing mechanisms where these exist.
- Other integrating mechanisms that support communication will be developed as part of the CPEF initiative.

REGION 4:

Goal statement: Build stronger community-based partnerships in support of children, youth and families

Outcomes:

- Increased awareness of common ground within FCSS and CFSA services and mandates throughout the region.
- Identified shared goals and outcomes for children and families that are served across the region.
- Collective involvement and interest in a plan that will better connect children, youth and families to their families.

Major action for 2003-2004 year:

- Hire a facilitator to assist in the planning process.
- Hold a two-day planning event, January 29 – 30 2004, to develop a plan that will be implemented for 2004-2005 and 2005-2006.
- Develop a plan that will include regional goals, outcomes and actions as well as measures of accountability and expenditure strategies.
- Completion of the CPEF grants application process for the 2004-2005 and 2005-2006 fiscal years.

2004-2005

Goal statement: Build stronger community-based partnerships in support of children, youth and families

Outcomes:

- Increased connections between FCSS and CFSA staff at all levels of both organizations.
- Increased flow of information for more timely and effective communication between FCSS and CFSA.

Major actions for this year:

- Hire a consultant to coordinate zone and regional events that will bring staff from both organizations together for a shared purpose.
- Host a “Leadership Meeting” (Boards, Mayors, Councils, CEOs, Managers) to provide information about the project and begin to build the foundation for a strong partnership.
- Hold a number of events (at least three) in each zone with a focus on learning how to work more collaboratively and build relationships.
- Provide funds for CFSA and FCSS staff to meet regularly within their local area for the purpose of sharing information and getting to know what each other does.
- Explore the possibilities of alternative communication channels, i.e., website, newsletters.
- Hold at least one large regional function/symposium to bring all staff together.

Goal statement: Increase the number of children, youth and families connecting with community-based services.

Outcomes:

- Completed service assessments that will identify strengths, needs and identifies shared goals and outcomes for children and families that are served by FCSS and CFSA across the region.
- Increase awareness, for all staff, of common ground within FCSS and CFSA services and mandates throughout the region.

Region 4 (continued)

Major actions for this year:

- Hire a consultant to conduct a service assessment including strengths and needs within the current services and programs with a focus on common expected outcomes.
- Ensure all staff has access to the information gathered either through distribution or presentation.
- Use the information gathered when developing programming for children and families and/or training opportunities for CFSA and FCSS staff.

Organization and Communication:

- Organized using the 3 geographical zones of the CFSA
- Each zone is represented by 2 FCSS and 1 CFSA representatives.
- Representatives are responsible for channeling information back to people in the zone as well as bring their information and views forward to the regional level.
- Communication methods: face-to-face meetings, individual and group telephone call, e-mail

REGION 5:

Outcomes:

- Increased community or regional capacity; and
- Better connecting children, youth and families to support within their communities.

Note: The CPEF is intended to help with the process and is not intended for the purpose of direct programming.

Goals:

- **To enhance partnerships between CFSA and FCSS within the region (including other partners);**
- **Provide professional development opportunities for staff and boards; and**
- **Engage communities to better respond to children and families at risk.**

Actions for 2004-2005

- Contracted resources to facilitate the process and communication and coordinate/undertake activities for the Management Group
- Symposium including think tank
- Develop a Region 5 professional use directory of people and services
- Encourage local discussion and relationship building
- Establish and publish a regular bulletin
- Survey staff and board

Actions for 2005- 2006

- Continuation of professional development
- Community engagement initiatives
- Plans will be updated in spring of 2005

Organization and Communication

- CPEF lead by a Management Group of staff and board members from CFSA and FCSS Programs: 2 FCSS Board members, 2 FCSS Directors, 2 CFSA Board members, and 2 CFSA staff members
- Management Group will meet at least four times per year. Minutes will be kept and distributed.
- Decisions require a forum of at least 5 or more Management Group members.
- Terms of reference will be reviewed annually. Changes require approval of FCSS and CFSA Boards.

REGION 6:

Goals:

- Increase the common understanding among Working Committee members and partner organizations regarding existing services, partnerships, and collaborative processes that are working well and how best to build upon them.
- Increase the degree and depth of partnership among Working Committee members and partner organizations in order that children, youth and families may better access services.
- Increase joint planning opportunities in order that Working Committee members and partner organizations may identify, better understand and address community needs and gaps in services to children, youth and their families.

Outcomes:

- Short/Intermediate term:
 - FCSS and Region 6 stakeholders have increased knowledge of each other's systems.
 - Participants have increased understanding of what is working well in response to the needs of children, youth and families.
 - Increased collaboration between FCSS and Region 6 participants.
 - Participants' relationships and partnerships are strengthened.
- Long term:
 - Responsiveness to needs of children, youth and families is improved.
 - Resiliency of children, youth and families increases.
 - Capacity and well-being of children, youth and families increases.

Major actions for 2003-2004:

- Edmonton Evergreen FCSS programs and Region 6 CFSA identify representatives to form a regional Working Committee.
- Working Committee established and meets regularly.
- Working Committee develops preliminary infrastructure – terms of reference, vision, mission, goals, outcomes, work plan, communications strategy, and process for allocation of fund.
- Develop process taking into consideration for the needs for both local and regional strategies.
- Develop process taking into consideration the unique and common aspects of rural/urban communities and ways of working.
- Initial fund allocation developed.
- Application submitted for provincial CPEF funding.
- Identify stakeholders at the local level.
- Identify opportunities and course of action for greater collaboration.
- Identify barriers to greater collaboration and strategies to address these.

Major actions for 2004-2005:

- Develop information packages about CPEF for stakeholder groups.
- CPEF information packages/sessions distributed to stakeholders.
- Seek full participation from stakeholders through written and personal contact.
- Consult broader stakeholder group regarding process.
- Develop and implement system for ongoing education/information sharing about each other's systems as needed.

Region 6 (continued)

- Develop and implement system for periodic regional updates to all participants.
- Implement fund allocation process at both regional and local levels:
 - Establish application review panel.
Criteria for review of applications:
 - Demonstrate a desire and ability to work together.
 - Relate directly to meeting the intended outcomes of the fund and how they will be achieved.
 - Demonstrate how they will increase community or region-wide capacity and/or better connect children, youth and families to supports within the community.
 - Establish reporting mechanisms.
- In bringing people together, take into consideration interagency/intersectoral grouping already in existence.
- Establish Local Planning Committees.
- Identify barriers to working together both regionally and locally.
- Identify what is working well.
- Identify and implement strategies to build on what is working well.
- Identify gaps in services, develop relevant strategies and implement these.
- Identify opportunities to work in partnership.
- Local outcomes are identified.
- Local indicators and measurement tools are developed.
- Integration specialist hired to support development of stronger partnering relationships
 - Develop job description
 - Establish hiring subcommittee
 - Advertise position
 - Interviews
- Identification of collaborative strategies that increase effectiveness in responding to the needs of children, youth and families.
- Identification of collaborative strategies that increase resiliency of children, youth and families.
- Identification of collaborative strategies that increase capacity and well-being of children, youth and families.
- Develop and implement evaluation plans.
- Develop system to continuously review and document process.

Major actions for 2005-2006:

- Ongoing supervision of integration specialist.
- Joint planning at regional level.
- Joint planning at local level.
- Information updates maintained.
- Maintain ongoing education about each other's systems as needed.
- Implementation of collaborative strategies that increase effectiveness in responding to the needs of children, youth and families.
- Implementation of collaborative strategies that increase resiliency of children, youth and families.
- Implementation of collaborative strategies that increase capacity and well-being of children, youth and families.
- Continued implementation of evaluation plans.
- Continuous review and documentation of process.
- Prepare report to province.

Region 6 (continued)

Outputs:

- Number of partnering meetings held at the regional level.
- Number of partnering meetings held at local level.
- Number of information packages distributed.
- Number of information updates.
- Number of educational opportunities about each other's systems.
- Numbers of Region 6 and FCSS participants engaged in the process.
- Number of joint planning meetings.
- Number of joint collaborative projects/processes funded.

Organization and communication:

- Region 6 represented on Working Committee by both staff working at the regional level and others working at the neighbourhood centre level.
- Edmonton Evergreen FCSS programs selected 4 FCSS programs (Edmonton, Leduc, Stony Plain and Strathcona County) to represent them on the CPEF Working Committee.

- The Evergreen FCSS programs and Region 6 meet with their respective stakeholders to ratify decisions.
- Subcommittees form as needed.
- Local Planning Committees made up of FCSS and CFSA representatives are/will be formed. These committees take the leadership role in developing and implementing local strategies.
- The organization structure/process is evolving to include a broad range of partnering organizations.
- Working Committee and Local Planning Committees develop and implement communication strategies that keep stakeholders informed, encourage meaningful participation and ensure accountability.
- Working Committee meets face-to-face for planning purposes. Notes from each meeting are prepared and distributed. Working Committee also communicates by e-mail, fax and phone as needed.
- Local Planning Committees will follow a similar communication process.
- As the process unfolds, additional communication mechanisms will be identified and implemented.

REGION 7:

Goals, outcomes and major actions for each year:

Goal 1: To support community participation in existing regional or zone level partnerships.

Outcomes:

- FCSS and appropriate community representatives are informed and participate.
- Regional service planning coordinates with community service needs.

Major actions 2003 –2004:

- Funds are allocated to initiative partners to cover cost of joint planning.

Major actions for 2004-2005:

- Allocation of available funds to partners in each zone to cover cost of their participation and communication.

Major actions for 2005-2006:

- Allocation of available funds to partners in each zone to cover cost of their participation and communication.

Goal 2: To identify and implement effective regional partnering strategies, efficiencies and protocols to support meaningful collaboration for integrated and comprehensive service provision for children, youth and families.

Outcomes:

- Trusting, working relationships exist among partners.
- Means of partnering is meaningful, efficient and intended outcomes are met in a timely manner.

- Partnering is recognized and supported by home organizations.

Major actions 2003 –2004:

- Recruit a consultant to conduct a review of current partnerships and processes, consider supports and barriers at regional and community levels and make recommendations to communities, CFSA and other partners.
- Discuss and implement recommendations.

Major actions for 2004-2005:

- Implement recommendations and evaluate outcomes.

Major actions for 2005-2006:

- Implement recommendations and evaluate outcomes.

Goal 3: To support collaborative initiatives that enhance resiliency in children, youth, families and communities.

Outcomes:

- Effective intersectoral community teams act quickly taking appropriate integrated actions/services in response to emergent issues impacting children, youth and families.
- Successful outcomes of individual projects contribute to ministerial outcomes and goals related to the Alberta Response Model.

Region 7 (continued)

Major actions 2003 –2004:

- Equal allocation of funds for distribution by each of the four geographic zones.
- Individual senior team leads and FCSS Director representatives in consultation with members of the Steering Committee receive intraregional applications and subsequently approve collaborative projects within their respective zones.
- Applications invited for 1 – 2 year projects.
- Funds allocated to initiative partners to cover cost of participation, training and communication costs.

Major actions for 2004-2005:

- Allocation of available funds to partners in each zone to cover cost of their participation and communication.
- Begin evaluation of collaborative initiatives.

Major actions for 2005-2006:

- Allocation of available funds to partners in each zone to cover cost of their participation and communication.
- Conclude evaluation of collaborative initiatives.

Organization and Communication

- CPEF using CFSA geographic zones: west, east, north and central
- CPEF Steering Committee includes 4 CFSA senior team leads, 4 FCSS Directors (appointed by the FCSS programs in that zone), banker and 2-person support staff provided by CFSA

REGION 8:

Strategy:

Hire project resources (staff) to assist in development and lead in the implementation of 2003/2004 plan in Region 8.

Activities	Outputs	Short-term outcomes	Mid-term outcomes	Long-term outcomes
<ul style="list-style-type: none"> Child protection training for staff of FCSS programs in Region 8 	<ul style="list-style-type: none"> # of CP training session held in Region 8 # of participants at CP training sessions held in Region 8 	<ul style="list-style-type: none"> FCSS staff in Region 8 have increased awareness of Child Protection Services of CFSA 	<ul style="list-style-type: none"> Staff will gain better understanding of child protection issues and FCSS role in developing community-based preventive approaches. 	<ul style="list-style-type: none"> Develop preventive approaches to helping children, youth and families at risk of abuse and neglect.
<ul style="list-style-type: none"> Meet & Greet CFSA/FCSS community meetings in Region 8 	<ul style="list-style-type: none"> # of community meet & greet sessions held in Region 8 # of participants attending community meet and greet sessions Brochures/promotion materials Template for meet & greet sessions 	<ul style="list-style-type: none"> Staff and management at all levels of each CFSA/FCSS will be aware of the CPEF commitment to jointly work together. CFSA/FCSS staff will gain awareness of each other's respective roles. 	<ul style="list-style-type: none"> Will make it easier and more likely for FCSS programs and CFSA to work together on community-based preventive approaches Each community will gain an understanding of how CFSA/FCSS can work better together 	<ul style="list-style-type: none"> Increased region-wide capacity to achieve our objectives Recognition of the need for relevant information sharing between CFSA/FCSS in Region 8
<ul style="list-style-type: none"> Plan Family violence/Fetal alcohol syndrome conference for FCSS/CFSA Region 8 	<ul style="list-style-type: none"> Plan developed for conference Promotional brochures 	<ul style="list-style-type: none"> CFSA/FCSS staff gain an increased awareness and understanding of family violence and FAS 	<ul style="list-style-type: none"> Increased capacity and effectiveness for joint service delivery Increase the number of children, youth and families connecting with community-based support services. 	<ul style="list-style-type: none"> Decrease # of vulnerable children and youth needing child protection services and increase well-being in their communities.

Region 8 (continued)

2004-2005

Strategy: Facilitate better communication and partnerships through contracted and facilitated information sharing, joint reciprocal program training and the identification of ongoing joint training needs.

Activities	Outputs	Short-term outcomes	Mid-term outcomes	Long-term outcomes
Site communication meetings (reciprocal awareness of mandates, roles and programs)	<ul style="list-style-type: none"> • # of information sharing session in the region between boards, councils and management • # of participants • Brochures/promotional materials • Templates for partnership meetings 	<ul style="list-style-type: none"> • Joint awareness of the commitment to work together • Board/council members and management of CFSA/FCSS will be aware of respective mandates and programs 	<ul style="list-style-type: none"> • Increased understanding of how CFSA/FCSS can better work together • Increased capacity for CFSA and FCSS to work together on joint, community-based preventive approaches 	<ul style="list-style-type: none"> • Acknowledgement of the ongoing need for relevant information sharing between FCSS and CFSA
Identify ongoing training needs of mutual interest and benefit to FCSS and CFSA staff	<ul style="list-style-type: none"> • Summary of ongoing training needs 	<ul style="list-style-type: none"> • Awareness, and written summary, of common core training needs 	<ul style="list-style-type: none"> • Ability to articulate to relevant stakeholders specific joint training needs (and quantity) in the region • Better access to common core training opportunities 	<ul style="list-style-type: none"> • Increased region-wide capacity to meet the needs of children, youth, families and communities
Research social needs in Region 8	<ul style="list-style-type: none"> • Summary and report of social needs in Region 8 	<ul style="list-style-type: none"> • Increased awareness by CFSA/FCSS of identified social needs in Region 8 	<ul style="list-style-type: none"> • Increased capacity of CFSA/FCSS to work together in joint, community-based preventive approaches 	<ul style="list-style-type: none"> • Increased region-wide capacity to meet needs of children, youth, families and communities

REGION 9:

Goals, outcomes and actions

Goal 1: To improve relationships between FCSS and CFSA

Outcomes:

- Coordinated service delivery
- Improved relationships and communication
- Shared exploration of trends and community service needs

Major actions for 2003 – 2004

- Three facilitated sessions with FCSS and CFSA staff
- Questionnaire to both organizations to explore their needs around stronger relationships, trends for services and this plan
- Begin to identify goals and actions for year two and three through facilitated sessions
- Annual report and statistics of activities

Major actions for 2004-2005

- Will be determined during the 2003/2004 sessions

Major actions for 2005-2006

- Will be determined during the 2003/2004 sessions

Goal 2: Begin to look at how to enhance community and family resiliency

Outcomes:

- Explore this topic at shared focus group with FCSS and CFSA staff
- Contracted facilitator to research family resiliency and pull together resources for a “workshop” for both organizations (shared learning and planning opportunity)

Goal 3: Planning to Plan

Outcomes:

- Develop the proposal for year two and three with clear goals and long-term benchmarks

Major actions for 2003-2004:

- Develop an agreed upon evaluation tool
- Identify the next three critical steps for this initiative
- Identify other groups and agencies to become involved
- Build a plan to continue the face-to-face and frequent communication and enhanced relationships between CFSA and FCSS

CPEF Action/Plan (revised May 2004)

- The partners will continue to meet regularly to build relationships, define partnership (parameter, process and progress) and continue to better understand working mandates and internal/provincial initiatives and changes.

Intended outcomes:

- Enhanced working relationships
- Ease of referrals
- Continued exploration of opportunities for partnership and collaborative resolution of issues

- The partners are arranging a meeting to discuss referrals (appropriateness, process and case planning for mutual clients).

Intended outcomes:

- Clients will be referred to the most appropriate referral source
- Referral process will be smoother for clients (and both partnering organizations)

Region 9 (continued)

- This process can then be translated to other groups such as Mental Health and Addictions Committee.
- Partners present ideas and potential programs/approaches to address challenges/client needs at the monthly planning meetings
Intended outcomes:
 - Enhanced communication and sharing of ideas
 - Active involvement of partnering staff at all levels
 - To develop action plans and begin carrying out these projects and initiatives during the 2004/2005 year.
- Working group themes.
Intended outcomes:
 - The partners will develop agreements on how to address some of the shared needs/concerns
 - Partners will begin to define how to build and enhance resiliency in families and communities
 - Partners will explore what is working
 - Partners will continue to work towards addressing the overall mandate goals of the CPEF
- The partners are exploring the potential of having a conference on community capacity building.
Intended outcomes:
 - Explore potential presenters or experts in this
- Exploration of other professional and groups that should be participatory at partnership meetings
Intended outcomes:
 - Enhanced working relationships
 - Inclusion of other service providers in CPEF initiatives and partnering activities
- Have presentations from other groups across the province so the partners learn from others about partnerships and innovative service delivery approaches.
Intended outcomes:
 - Identify presenters
 - Make arrangements
 - Set forth outcomes measurements, e.g., desired learning by CPEF members
 - Explore information to see how capacity can be built from what was learned
- Training and information on resiliency building
Intended outcomes:
 - Explore each group's approaches to prevention, intervention and crisis response
 - Seek opportunities to work on resiliency building skills with families
 - Heightened education
 - Families feeling more equipped to deal with adversity and challenge in their lives
- Planning of specific goals for this year and future year
Intended outcomes:
 - Process to develop goals of partnership
 - Develop corresponding timeline
- Why try initiative
Intended outcomes:
 - Five day training
 - Implement program and tools through schools and community
 - A committee representing partners from CFSA and FCSS has been developed
- After hours outreach social worker
Intended outcomes:
 - Involve both partners in the planning and implementation
 - Include representation from both partners to oversee/monitor
 - Addresses critical gaps identified by the CFSA and FCSS and provides an opportunity for partnership on a service level.

REGION 10:

Goals and Outcomes (2004-2006):

Goal 1: To develop and promote the well-being of families in each of the Métis Settlements.

Outcome:

- Have strong healthy families that do not require child protection services for their children.

Goal 2: To enhance and maintain strong professional and community partnerships between front-line workers in each of the Métis Settlements.

Outcomes:

- Children, youth and families will have one point of entry in accessing necessary support services that will decrease the need of protective services.
- To build strong community networks that will increase access of community supports for all children, youth and families and decrease gaps in services.
- Have effective communication plan that will provide ongoing information to children, youth and families of resources in their respective Métis Settlement.

Goal 3: To develop processes that will allow children, youth and families to participate in decisions that will affect their lives with all service providers involved.

Outcome:

- Children, youth and families have supports in place that will provide them opportunities to reach their potential in life.

Goal 4: To explore and develop a tracking system to track improved outcomes for children, youth and families.

Outcome:

- Have a measurement tool that will provide information on what's working and what's not working for children, youth and families in each of the Métis Settlements.

Strategies:

The CFSA, Region 10 front-line staff and the FCSS Métis Settlement Community Support Services front-line staff and other service providers will:

- Develop a work plan for their own respective Métis Settlement in how they will build and enhance the supports to all children, youth and families;
- Have on-going interagency meetings that will provide opportunities for service providers to exchange information about mandates, programs and services, limitations and resources and the trends they are noticing in their settlement;
- Have the opportunity to learn how to identify potential risk factors and how to reduce these risk factors so children, youth and families can have a safe and healthy life;
- Identify the underlying root causes of child abuse and neglect in their settlement;
- Identify underlying strengths and capacities that support strong, healthy and resilient children, youth and families;
- Identify common ground, set shared goals and outcomes and plan how to achieve them;

Region 10 (continued)

- Develop protocols for working together or new ways of assisting children, youth and families;
- Develop joint program planning, designing and implementing;
- Develop better ways to track outcomes and evaluate effectiveness; and
- The regional partnerships will meet together in Edmonton to review the work plan twice a year.

Organization and Communication:

- Strategic plans for the regional partnership and for each Métis Settlement.
- Regular contact and two-way communication at all levels between CFSA front-line staff and Métis Settlements FCSS (Community Services) and Community Support Services staff.
- Ongoing information to the public in the Métis Settlements.
- Develop newsletters and brochures to be distributed throughout the Métis Settlements.
- Provide information to the General Council Messenger.