

"Working Together" Series – Paper #5

**Working together with
CHILD AND FAMILY SERVICES
AUTHORITIES**

**Family and Community Support Services
Association of Alberta**

1999

Family and Community Support Services

Family and Community Support Services (FCSS) is a municipal-provincial program through which a municipality or Métis settlement may provide preventive support and community development services. The province funds up to 80% of the net cost of FCSS programs, while local governments contribute at least 20%.

FCSS is an optional program – municipalities and Métis settlements choose whether or not they wish to participate. Within the broad guidelines of the *Family and Community Support Services Act and Conditional Agreement Regulation*, municipalities determine how they will organize their FCSS program, what community issues they will address, and what FCSS services, if any, will be developed in response to local priorities.

Family and Community Support Services Association of Alberta

The Family and Community Support Services Association of Alberta ("FCSS Association") is a provincial organization of FCSS programs. The Association is private, non-government, not-for-profit and voluntary (that is, membership in the Association is optional). The Association is a registered society operated by and for the member FCSS programs.

The mission of the FCSS Association is to unite and strengthen the FCSS community by representation and advocacy on behalf of member boards. The FCSS Association fosters networking, education and advocacy; investigates issues of common concern to community FCSS programs; and develops critical tools to assist communities and local programs to meet local mandates and needs.

Child and Family Services Authorities

In 1994, the provincial government announced a re-design of children's services which would be based on four pillars:

- Integrated services
- Community based services
- Improved services for Aboriginal children and families
- Early intervention

Over the next few years, 18 regional steering committees undertook an extensive community consultation process to develop service plans for how the four pillars would be achieved in their regions.

During 1998, Child and Family Services Authority board members were appointed. As this paper is being developed, Authorities are developing initial business plans. As of April 1, 1999, Child and Family Services Authorities will assume responsibility to oversee delivery of child and family services in their regions of Alberta:

- Ensure provision of specific legislated services to children and families;
 - Oversee delivery of a range of other programs and services.

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- To Alberta Family and Social Services, whose support made the "Working Together" project possible.
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The FCSS Association "Working Together" project

The FCSS Association's "Working Together" research project grew out of frequent questions and discussions among FCSS programs, about ways to work together within and between municipalities, and with regional authorities that affect communities.

With the support of Alberta Family and Social Services, the FCSS Association conducted a research project to learn the experiences of FCSS programs in working with others, in order to identify models of working together.

The FCSS Association board appointed a "**Working Together**" **Committee** to oversee the project:

- Sheryl Fricke, Strathcona County
- Colleen Jensen, Red Deer and District
- Greg Pratt, Barons-Eureka-Warner
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This is one of six papers developed to assist FCSS programs in working together with others. The papers are:

Theme One: Working together overview

- Paper #1: Working together in FCSS – gifts and challenges

Theme Two: Working together in FCSS communities

- Paper #2: Working together within municipalities and Métis settlements
- Paper #3: Working together between municipalities
- Paper #4: Working together with community organizations

Theme Three: Working together with regional authorities

- Paper #5: Working together with Child and Family Services Authorities (*this paper*)
- Paper #6: Working together with Health Authorities

All papers are available on request from the

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"Working Together" Series – Paper #5

Working together with CHILD AND FAMILY SERVICES AUTHORITIES

A. INTRODUCTION

1. A topic at the front of our minds

Of all the interviews and discussions with Family and Community Support Services (FCSS) representatives during the "Working Together" project, the topic of "Working with Child and Family Services Authorities" (CFSA) generated the most intense discussion. Several factors made this a particularly "charged" topic.

- Child and Family Services is still fluid and evolving. There are still unanswered questions, and still opportunities to invent the future.
- Over the past few years, many FCSS programs had some experience with the Child and Family Services process of developing regional service plans. FCSS programs' experience with this process affects their view of what is possible in the future.
- Many FCSS representatives have a mixture of hope and skepticism when they consider possible working relationships with Child and Family Services Authorities. The hope comes primarily from the potential benefits of Child and Family Services programs and services. Skepticism comes from past experiences of provincial government initiatives in general, and in some cases, with the re-design of children's services process thus far as they have experienced it in their particular region.

2. The purpose of this paper

The purpose of this paper is to provide information that assists FCSS programs and Child and Family Services Authorities (CFSA) to foster beneficial working relationships. The paper summarizes:

- Mandate-based similarities and differences for FCSS and CFSA;
- Perceptions of CFSA and FCSS, as described in interviews with representatives of the two programs; perceived challenges and opportunities;
- Factors which have fostered positive working relationships;
- Suggestions for FCSS programs who wish to work with Child and Family Services Authorities.

3. Each community and region is unique

Within provincial legislated and regulated mandates of Child and Family Services Authorities and Family and Community Support Services programs, the actual operations differ in each community and each region. Patterns summarized in this paper may suggest possibilities, but any local or regional action will need to be based on the unique circumstances of the situation, community and region.

As this paper is being developed, most Child and Family Services Authorities are in the process of developing their initial business plans. The Calgary Rockyview Child and Family Services Authority is the only one which has actually assumed responsibility for delivery of services. Other Authorities are expected to assume responsibility in the spring of 1999. Thus, working relationships are still being envisioned and created.

This paper represents a snapshot of perceptions and possibilities, during one phase of a moving picture. The paper summarizes over-arching patterns of perceptions across the province, but may not reflect the experience of an individual Child and Family Services Authority or an FCSS program.

B. MANDATES OF THE TWO PROGRAMS

"Our region understands how FCSS operates, shares much of FCSS philosophy, and wants to work with FCSS within that context." – CFSA representative

"Because of the CFSA focus on prevention, community and integration, it is really important for FCSS programs to give up some of their 'main player' turf to a new 'main player.' This will be hard and we'll have to watch for gaps and cracks to see how FCSS can fill them." – FCSS representative

"So far I am not familiar with the FCSS program. What does FCSS stand for?" – CFSA representative

"There seem to be lots of areas of mandate overlap and there will be a need for some fine-tuning. We know CFSA is interested in partnering with FCSS." – FCSS representative

1. Child and Family Services

a. Four pillars of Child and Family Services

In 1994, the provincial government announced a re-design of children's services which would be based on four pillars:¹

- **Integrated services:** Planning and service delivery will be integrated at the community, regional and provincial levels to facilitate barrier-free access to services for children and families.
- **Community based services:** Communities support the principle of participation and access for all. The role of natural helpers, support networks and cultural groups will be integrated and expanded within the professional delivery of service.
- **Improved services for Aboriginal children and families:** The responsibility for planning and delivering services for Aboriginal children and families will be transferred to Aboriginal communities. Planning and service delivery will reflect the values, beliefs and customs of First Nations, Métis and other Aboriginal people in a respectful, collaborative way.²
- **Early intervention:** Planning will provide an array of services to help children and families develop skills to increase their well-being and reduce the need for crisis intervention during their development.³

¹ Definitions are quoted from *A Governance Framework for Child and Family Services Authorities*, Alberta Family and Social Services, April 1998.

² During a review of an earlier draft of this paper, staff of the Child and Family Services Secretariat added the phrase, "and result in improved outcomes for Aboriginal children and families."

³ During a review of an earlier draft of this paper, staff of the Child and Family Services Secretariate re-phrased the definition of early intervention as follows: "Planning will provide an array of services to help children and families to increase their capacities and strengths and reduce risk factors that impact the need for crisis intervention."

b. Ten intended outcomes

In consultation with many stakeholders, the province has identified ten intended outcomes for the re-design of services for children and families:⁴

1. Communities are responsible, involved and supported.
2. Families are responsible, involved and supported.
3. Children and families are physically, mentally, emotionally and spiritually healthy.
4. Children who have been abused or neglected are protected.
5. Children and families are safe.
6. Aboriginal people and their communities are responsible and accountable for designing and implementing services to build a better life for their children and families.
7. The sacredness of Aboriginal peoples' beliefs, values and traditions are respected.
8. People are treated with respect.
9. Children and families can access supports that are responsive to their needs.
10. Resources are managed efficiently and effectively.

c. Child and Family Services Authorities roles and responsibilities

In order to achieve the ten intended outcomes on behalf of the provincial government, the *Child and Family Services Authorities Act* states that Authorities have responsibility to:

- a. Promote the safety, security, well-being and integrity of children, families and other members of the community;
- b. Plan and manage the provisions of child and family services;
- c. Determine priorities in the provision of child and family services and allocate resources accordingly;
- d. Assess the social and other related needs of the region on an ongoing basis;
- e. Ensure reasonable access to quality child and family services;
- f. Ensure that policies and standards are followed;
- g. Monitor and assess the provision of child and family services; and
- h. Work with other Authorities, the government and other public and private bodies to coordinate the provision of child and family services.

⁴ Summarized from *Provincial Standards for Services for Children and Families*, Alberta Family and Social Services, April 1998.

To ensure provision of child and family services, Authorities may provide some services directly, contract some services from other agencies, and encourage development of other community resources that support children, youth, families and individuals.

d. Child and Family Services Authorities' tasks

In 1995, regional facilitators and steering committees were appointed in each of 18 regions (17 regions whose boundaries are co-terminus with Regional Health Authority boundaries, plus an eighteenth region that includes 8 Métis settlements). Between 1995 and the spring of 1998, the regions initiated community consultation and planning that culminated in development of Service Plans for how child and family services will be provided in each region.

In the spring and summer of 1998, regional boards were appointed to each of the 18 Child and Family Services Authorities. These boards have two immediate tasks before they assume responsibility for overseeing the provision of designated services for children and families in their regions of Alberta.

- **By early 1999:**
 - Prepare a business plan to demonstrate how the regional service plan will be implemented, in order to ensure the required child and family services will be provided in a manner which reflects the Provincial Accountability Framework for Child and Family Services.
 - Most regions are also in the process of hiring a CEO and establishing a regional office and infrastructure.
- **By March 31, 1999:** In cooperation with many stakeholders, plan how to ensure a smooth and orderly transition so that the Authority will be ready to assume responsibility for overseeing delivery of child and family services as of April 1, 1999.

As of April 1, 1999, Child and Family Services Authorities will assume responsibility to oversee delivery of child and family services in their regions of Alberta:

- a. Ensure provision of specific legislated services to children and families:
 - Child welfare (child protection, in-home supports, foster care, residential care, adoption and post adoption, secure treatment);
 - Handicapped children's services;
 - Licensing and monitoring of Social Care Facilities (includes day care, group homes, nursery schools, drop in centres, licensed foster homes, women's shelters).
- b. Oversee delivery of other programs such as:
 - Family day homes; child care subsidy programs;
 - Integrated day care programs for children with disabilities;
 - Early intervention and prevention programs;
 - Family violence prevention programs;
 - Diversionary programs for at-risk youth;
 - Assistance to families involved in custody or access disputes.

2. FCSS mandate

a. Obligations of the municipality or Métis settlement

Like the mandate of Child and Family Services Authorities, the mandate of Family and Community Support Services is defined in provincial legislation and regulation. The *Family and Community Support Services Act and Conditional Agreement Regulation* states that when a municipality or Métis settlement enters into an FCSS agreement with the province, the municipality or Métis settlement must use the FCSS program to:

- a. Promote, encourage and facilitate the involvement of volunteers;
- b. Promote efficient and effective use of resources;
- c. Encourage and facilitate cooperation and coordination with allied services agencies operating within the municipality;
- d. Promote, encourage and facilitate the development of stronger communities; and
- e. Promote citizen participation in planning, delivery and the governance of the program and of services provided under the program.

b. FCSS service requirements

FCSS programs are not required to provide specific services. Rather, FCSS programs may use varied strategies to fulfill their mandate, based on the priorities of local government and the community. Strategies may include but are not limited to facilitating community development, education, and coordination, as well as developing and operating services. Any FCSS services must fall within parameters of the *FCSS Act and Conditional Agreement Regulation*, which says:

Services provided under an FCSS program **must**:

- a. Be of a preventive nature that enhances the social well-being of individuals and families through promotion or intervention strategies provided at the earliest opportunity; and
- b. Do one or more of the following:
 - Help people develop independence, strengthen coping skills and become more resistant to crisis;
 - Help people to develop an awareness of social needs;
 - Help people to develop interpersonal and group skills which enhance constructive relationships among people;
 - Help people and communities to assume responsibility for decisions and actions which affect them;
 - Provide supports that help sustain people as active participants in the community.

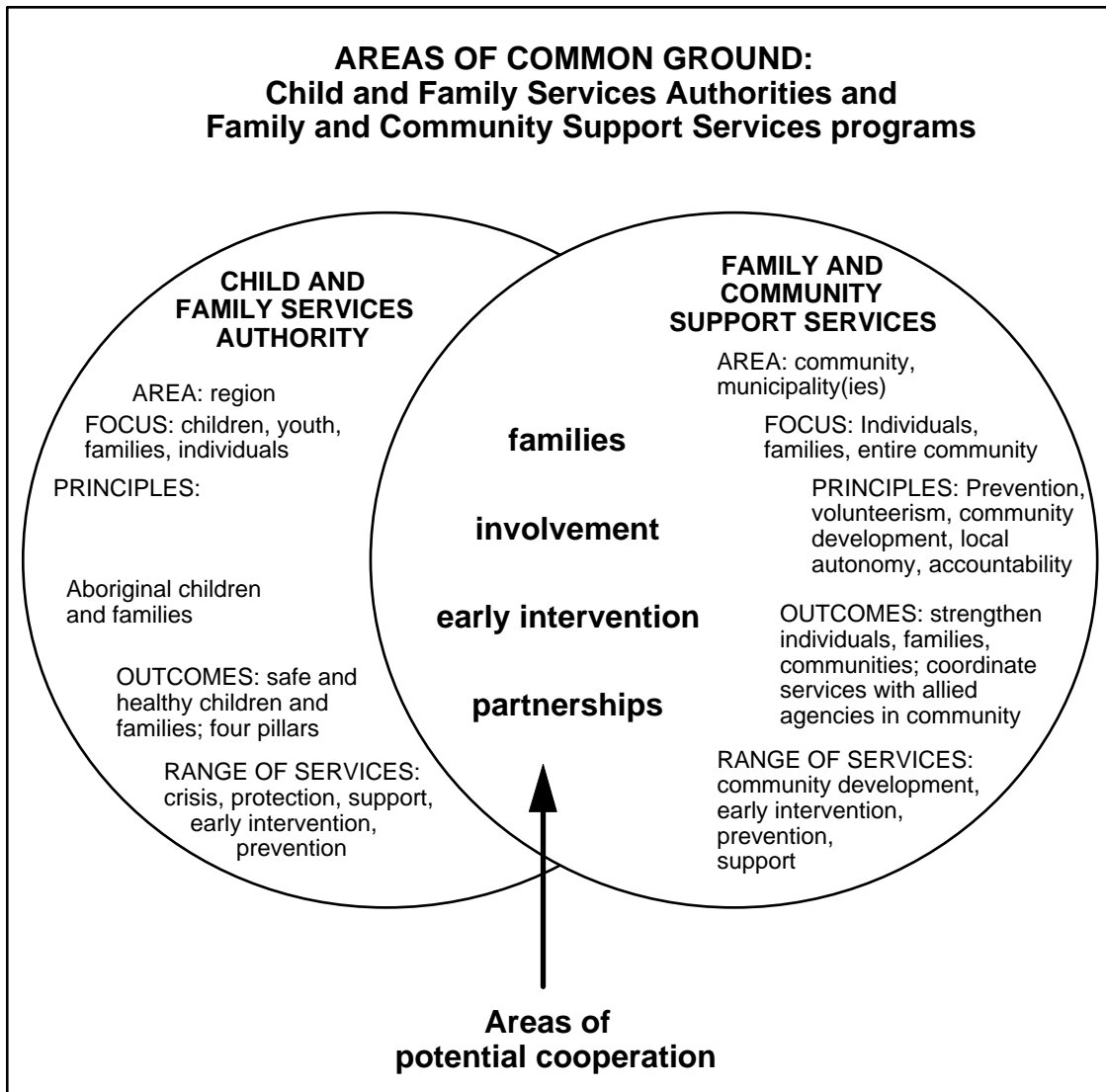
Services provided under an FCSS program **must not**:

- Provide primarily for the recreation needs or leisure time pursuits of individuals;
- Offer direct financial assistance to sustain an individual or family;
- Be primarily rehabilitative in nature;
- Duplicate services ordinarily provided by a government or government agency.

3. Areas of common ground

In comparing the Child and Family Services and FCSS mandates, it can be seen that:

- Both programs have an interest in programs and services which foster the well-being of children, youth, families and individuals.
- Both programs recognize the importance of community involvement in contributing to the well-being of children, youth, families and individuals.
- Both programs are committed to the idea of prevention and early intervention.
- Both programs have an interest in fostering coordination of services to children, youth and families, and partnerships which are able to work across sectors and organizations.



4. "Mandate" perspectives that can affect working relationships

The respective mandates of Child and Family Services Authorities and Family and Community Support Services certainly provide reasons to work together. However, the differences in mandate – or how mandates are interpreted – need also to be accommodated within working relationships.

a. Regional and local perspectives – An obvious difference is that Child and Family Services Authorities must serve residents of an entire region. The concerns of a specific community will be addressed within a regional context. Family and Community Support Services must serve residents of the Métis settlement or municipality(ies) participating in the FCSS program. Regional concerns are of much less interest than the concerns of the specific community.

b. Perspectives on the four pillars – Child and Family Services Authorities have provincial definitions of their four pillars. Each Authority determines how the four pillars will be put into practice in their region. Because the names of the four pillars are words that are also common within FCSS, representatives of FCSS and CFSA may not always realize that they could have different meanings for the same words.

For example, in FCSS "community-based" could mean "initiated and controlled by the community" whereas in CFSA, "community-based" could mean "community people participate." While the two meanings are related, they are different, and this difference could be the source of misunderstanding between the two programs.

Attachment #1 provides other background on these perspectives. As well, Paper #1 of this series, *Working together in FCSS – gifts and challenges*, has a section on "working across organizational cultures" that is relevant to working relationships between CFSA and FCSS.

c. Accountability relationships with province and community – CFSA and FCSS both have accountability relationships with the province and with community. However, the nature of those relationships is different and this could affect their perceptions of and relationships with each other.

Attachment #1 highlights the differences. The essential point is that Child and Family Services Authorities are agents of the Crown (i.e. the provincial government), which in turn requires them to involve communities. Family and Community Support Services are agents of local government within broad parameters established by the province. The different types of accountability could affect the priorities of the two programs as they work together.

C. THE WORLD ACCORDING TO TWO PROGRAMS

"FCSS is right in the community. They should be identifying the trends and they should be a partner with CFSA for that reason. FCSS/CFSA cooperation in program development is essential." – CFSA representative

"FCSS has done lots of Early Intervention programming and I hope that will continue. FCSS needs to be part of our integration team and is also necessary for our community pillar. I would like to see us using information from FCSS needs assessments. It makes sense to use what's already been done, rather than doing our own needs assessment." – CFSA representative

1. Family and Community Support Services as perceived by Child and Family Services – so far

The following comments are based on interviews with about 30 regional and provincial representatives of Child and Family Services. At least one person was interviewed from each of the 18 CFSA regions.

- Most Child and Family Services representatives interviewed were familiar with FCSS. However, representatives to be interviewed were often selected by the Authority *because* they were familiar with FCSS. Since a number of Child and Family Services Authority board members are newly involved in the process, they may not yet have had the opportunity to become familiar with the FCSS mandate, structure, philosophy, or the FCSS programs in their region.
- Some experienced Child and Family Services representatives acknowledged the immense amount of work contributed by FCSS programs during development of local and regional services plans. Some made comments such as, "We couldn't have done the work we did without FCSS community work." These representatives are appreciative and also hope that FCSS can continue to help Child and Family Services stay linked to the community.
- Some Child and Family Services representatives believe that FCSS programs who chose not to be involved in the process of developing service plans missed a valuable opportunity.
- Some Child and Family Services representatives perceive FCSS to be territorial and turf-protective, especially in regard to community involvement and in prevention/early intervention.
- A number of Child and Family Services representatives emphasized that Child and Family Services has no desire or intention to "take over" FCSS. (This was an issue in some parts of the province.)

2. **Child and Family Services Authorities as perceived by Family and Community Support Services – so far**

"We have not always been directly involved, but we have had the 'ear' of the steering committee in our region, and we have good working relationships with some members of the Authority board. We expect to have open and positive discussions as we continue to discuss our respective roles in serving children and families."
– FCSS representative

"There are still too many unknowns for us to have a meaningful discussion about how to work together. When more answers are available, then we can talk specifics."
– FCSS representative

The following comments are based on interviews with 43 FCSS representatives from all regions of the province, plus a focus group discussion with about 35 FCSS directors from across the province.

- Events surrounding the beginnings of the children's initiative may have influenced initial FCSS responses to the possibility of working together. At the same time as the children's initiative was announced, the FCSS program experienced major changes and losses. In some parts of the province, this contributed to a less-than-auspicious beginning.
- FCSS representatives see the intention of the children's initiative as compatible with the FCSS mandate. Most FCSS representatives interviewed during this project believe they can and must support the children's initiative in order to help fulfill the potential benefit. This is perceived to be in the best interest of the community, of children and families, and of the FCSS program.
- While they intend "in principle" to cooperate with CFSA, some FCSS representatives are taking a "wait and see" attitude before they consider specific ways they might be involved in CFSA processes or services.
- Some municipal and FCSS representatives are skeptical of anything initiated by the provincial government. They are concerned that the children's initiative may be another method of the province downloading responsibility to the community. During earlier stages, some municipalities instructed their FCSS employees *not* to be involved.
- Some FCSS representatives expect to continue having a positive working relationship with their local and regional Child and Family Services people. However, some of these representatives are concerned that the province can and has changed the rules at any time.
- Some FCSS representatives point out that the new Child and Family Services Authorities are so busy they may not have time to talk to FCSS for many months. Some of these FCSS programs have made initial gestures of good will, and are content to wait.

D. FOSTERING POSITIVE WORKING RELATIONSHIPS

"FCSS could start getting together to strategize and share information about working cooperatively with both RHAs and CFSA's. This does not mean FCSS should change their own regional boundaries, but it would be of mutual benefit of all concerned if FCSS began to create its own regional perspective."

– CFSA representative

(Similar comments made by both FCSS and CFSA representatives)

"We have a good working relationship in our region because key players are people we already know and trust."

– FCSS representative

"We have to start with dialogue and communication, and we have to work on getting to know the board personalities. Both parties have to be clear about their own mandates. The point is to get something operating that is going to be better for the kids. We're finally saying that kids are the most important thing in all of this."

– CFSA representative

"We need to look at the strengths that children and families already have and support strengths instead of improve weaknesses. Let's observe the natural links that are already there in our communities, and work with them. Yes! In our region, the children's initiative is finally capturing this."

– FCSS representative

The most common suggestions to foster positive working relationships in the future were:

- Cultivating and nurturing relationships between key individuals.
- Commitment to common goals on behalf of children, youth, families and communities.
- Flexibility in regard to processes and methods.
- Willingness to keep coming back, even when frustrated.
- Direction and incentives from senior levels to encourage local and regional cooperation.

Typical comments from both CFSA and FCSS people were, "We all want the same thing for children and families." Many CFSA representatives said something like, "We need FCSS for our community and integration pillars." And many FCSS representatives made comments such as, "FCSS has no choice but to learn to work cooperatively with Child and Family Services."

E. CHALLENGES

"I have to sympathize with the Authority. How do they deal with FCSS and the diversity of FCSS programs?"
– FCSS representative

"Our region has a very new board and we are just getting to know each other. We are involved with setting up an internal organization. Once a CEO is hired it will be easier to start contacting groups like FCSS."– CFSA representative

"I hope FCSS will keep on top of business plan development and find ways to have input into prioritizing programs and ensuring that some kind of community development happens. FCSS initially perceived the children's initiative as a large threat. I hope we get back on track. FCSS can create favorable conditions for relationship-building, to assist CFSA in meeting its mandate."
– FCSS representative

"One of the things that's really stood out in the whole process is how long it takes to get a group of people working together – not just paying lip service to working together but really working together. It is easier said than done. You have to give up some of your own separate identity to get some of the identity of the whole group. It is rather like a marriage (laughs), but that give and take enriches marriages and I suppose it will enrich community groups as well."

– CFSA representative

Challenges mentioned frequently by both CFSA and FCSS representatives include:

- Child and Family Services is regional. Family and Community Support Services is local.
- Child and Family Services Authorities have a huge job in a short time frame. They are simultaneously trying to create new infrastructures while fundamentally changing the way we do business. People from both programs made comments such as, "There will be mis-steps and errors. We will all need patience and forgiveness."
- Some representatives have to overcome past history in order to create a new future.
- In making appointments to Child and Family Services Authority boards, the province worked to ensure diversity on each board. In addition to appointing some people who had been on previous steering committees, the intention was to add other perspectives as well. Thus, some Authority board members are fairly new to the re-structuring process and to working relationships with other programs.
- The balance of order and chaos creates both opportunities and challenges. Because much of the specific operation CFSA is still being developed, there are opportunities to assist and perhaps influence. On the other hand, sometimes there needs to be some foundation of specific information in order to be able to plan how to work together.

F. EXAMPLES OF POSSIBILITIES FOR FCSS AND CFSA WORKING TOGETHER

FCSS is one of many potential stakeholders who may assist Child and Family Services Authorities in fulfilling their goals. CFSA representatives who participated in interviews generally commented that:

- FCSS has the potential to contribute to some or many of the intended goals of CFSA business plans.
- It is in the best interest of CFSA and the communities in its region for CFSA to work cooperatively with FCSS programs in their region.
- The specific nature of cooperation between CFSA and individual FCSS programs needs to be worked out individually.

Three themes recurred in comments from FCSS representatives who commented on potential working relationships with CFSA.

- FCSS programs do not want to be forgotten.
- FCSS programs do not want their CFSA to assume that a particular FCSS program will work with them in any pre-decided way. Every aspect of cooperation needs to be worked out between the specific CFSA and FCSS program.
- It is in the best interest of FCSS programs and their communities for FCSS to work cooperatively with their region's CFSA.

1. Applying the FCSS mandate to the CFSA outcomes, roles and responsibilities

Keeping in mind that all actions need to fit within the CFSA business plan and the priorities of each local FCSS program, many possibilities seem to flow out of applying the mandate of the FCSS program to the intended outcomes and roles and responsibilities of Child and Family Services Authorities.

Examples of possibilities are in the following two charts, which are included with the understanding that:

- The examples are *possibilities*. They are not all-inclusive – many other possibilities may exist. Neither are the examples in any way prescriptive – no CFSA or FCSS program need do any of the examples.
- All possible forms of working together would need to flow out of mutual working relationships and agreements between any particular CFSA and FCSS program.

Ten intended outcomes for child and family services⁵	Examples of ways the FCSS mandate⁶ could be applied to assist with CFSA intended outcomes
1. Communities are responsible, involved and supported.	<ul style="list-style-type: none"> • Help encourage community sense of responsibility for well-being of children and families. • Help facilitate community involvement in CFSA planning, service delivery and evaluation. • Assist CFSA to identify community factors which contribute to or inhibit community responsibility, involvement and support.
2. Families are responsible, involved and supported.	<ul style="list-style-type: none"> • Help encourage community attitudes and conditions that support family responsibility and involvement. • In FCSS services, ensure FCSS supports families to be responsible and involved.
3. Children and families are physically, mentally, emotionally and spiritually healthy.	<ul style="list-style-type: none"> • Help make "safety and well-being of children and families" a community priority. • Help foster community conditions which contribute to safe and healthy children and families. • Provide specific services which enhance physical, mental, emotional, spiritual health and safety.
4. Children who have been abused or neglected are protected.	<ul style="list-style-type: none"> • Help encourage community sense of responsibility for well-being of children, and community awareness of potential for abuse and neglect. • Some FCSS services could help support families or children where abuse or neglect are a risk.
5. Children and families are safe.	<ul style="list-style-type: none"> • Same as for #3 and #4.
6. Aboriginal people and their communities are responsible and accountable for designing and implementing services to build a better life for their children and families.	<ul style="list-style-type: none"> • Respect and cooperate with Aboriginal people as they design and implement services. • Métis settlement FCSS programs may help to facilitate the design and implementation of services in their communities.
7. The sacredness of Aboriginal peoples' beliefs, values and traditions are respected.	<ul style="list-style-type: none"> • Help community at large to understand and respect Aboriginal peoples' beliefs, values and traditions. • In any FCSS processes or services which have contact with Aboriginal people, ask and learn how to respect Aboriginal beliefs, values and traditions.

⁵ Ten intended outcomes are as listed in the *Provincial Standards for Services for Children and Families*, Alberta Family and Social Services, April 1998.

⁶ "FCSS mandate" refers to sections in the *Family and Community Support Services Act and Conditional Agreement Regulation* – the sections which describe "Obligations of the municipality or Métis settlement" and "FCSS service requirements." These are listed on page 8 of this paper.

Ten intended outcomes for child and family services⁷	Examples of ways the FCSS mandate⁸ could be applied to assist with CFSA intended outcomes
8. People are treated with respect.	<ul style="list-style-type: none"> • Do it.
9. Children and families can access supports that are responsive to their needs.	<ul style="list-style-type: none"> • Cooperate with CFSA in developing processes to help community and CFSA learn how children and families define "accessible and responsive to their needs." • Help community to strengthen informal as well as formal supports for children and families. • Ensure FCSS services are responsive to needs of children and families. • Encourage community agencies to cooperate to ensure they are responsive to needs of children and families.
10. Resources are managed efficiently and effectively.	<ul style="list-style-type: none"> • Assist CFSA in learning about community resources which could assist in fulfilling CFSA goals. • In any contractual arrangements with CFSA, manage resources efficiently and effectively.

Eight CFSA roles and responsibilities⁹	Examples of ways that the FCSS mandate¹⁰ could be applied to assist with CFSA roles and responsibilities
1. Promote the safety, security, well-being and integrity of children, families and other members of the community.	<ul style="list-style-type: none"> • Ensure all FCSS services and processes are done in a way which promotes safety, security, well-being and integrity of children, families and other community members. • Participate with and encourage others to cooperate with CFSA in sharing this responsibility.
2. Plan and manage the provisions of child and family services.	<ul style="list-style-type: none"> • Assist CFSA to involve community in planning and management provision of child and family services. • In any joint processes or services, cooperate with CFSA as it develops and implements planning and management systems.

⁷ Ten intended outcomes are as listed in the *Provincial Standards for Services for Children and Families*, Alberta Family and Social Services, April 1998.

⁸ "FCSS mandate" refers to sections in the *Family and Community Support Services Act and Conditional Agreement Regulation* – the sections which describe "Obligations of the municipality or Métis settlement" and "FCSS service requirements." These are listed on page 8 of this paper.

⁹ Child and Family Services Authorities roles and responsibilities are as described in the *Child and Family Services Authorities Act*.

¹⁰ "FCSS mandate" refers to sections in the *Family and Community Support Services Act and Conditional Agreement Regulation* – the sections which describe "Obligations of the municipality or Métis settlement" and "FCSS service requirements." These are listed on page 8 of this paper.

Eight CFSA roles and responsibilities¹¹	Examples of ways that the FCSS mandate¹² could be applied to support CFSA roles and responsibilities
3. Determine priorities in the provision of child and family services and allocate resources accordingly.	<ul style="list-style-type: none"> • Assist CFSA in gathering information about community resources, capacities and needs. • Assist CFSA in providing community perspectives on priorities.
4. Assess the social and other related needs of the region on an ongoing basis.	<ul style="list-style-type: none"> • Assist CFSA in gathering information about community resources, capacities and needs. • Ensure CFSA has the opportunity to participate in any community projects to assess social and related needs. • Use CFSA information as a partial basis for planning local FCSS services and processes.
5. Ensure reasonable access to quality child and family services.	<ul style="list-style-type: none"> • Cooperate with CFSA in developing processes to help community and CFSA learn how children and families define "reasonable access to quality services." • Help community to strengthen informal as well as formal supports for children and families. • Ensure FCSS services are responsive to needs of children and families. • Encourage community agencies to cooperate in ensuring children and families have reasonable access to quality services.
6. Ensure that policies and standards are followed.	<ul style="list-style-type: none"> • Cooperate with CFSA and community organizations in developing regional and local policies and standards. • In any joint processes or services, honor CFSA policies and standards.
7. Monitor and assess the provision of child and family services.	<ul style="list-style-type: none"> • Cooperate with CFSA and community organizations to develop monitoring and assessment mechanisms. • In any joint process or service, honor CFSA monitoring and assessment mechanisms. • Assist CFSA by providing information about community perceptions regarding services.
8. Work with other Authorities, the government and other public and private bodies to coordinate the provision of child and family services.	<ul style="list-style-type: none"> • Participate with CFSA and community organizations to coordinate provision of services. • Use all opportunities to help strengthen community coordinating mechanisms.

¹¹ Child and Family Services Authorities roles and responsibilities are as described in the *Child and Family Services Authorities Act*.

¹² "FCSS mandate" refers to sections in the *Family and Community Support Services Act and Conditional Agreement Regulation* – the sections which describe "Obligations of the municipality or Métis settlement" and "FCSS service requirements." These are listed on page 8 of this paper.

2. Strengthening relationships

a. Between now and March 31, 1999

- Child and Family Services Authorities are busy with intense organizational work. They are developing organizational supports with a limited start-up budget. They may have limited availability. Many FCSS programs have already written notes saying, in effect, "Best wishes. We'll be pleased to meet whenever you are ready."
- If contact between the two programs is possible, a useful starting question could be, "How can we work with you?" Fruitful areas of discussion might include how FCSS can best support the business plan goals, community involvement, coordinated local contact with services, and prevention/early intervention services.
- FCSS programs in a given region might invite Child and Family Services Authority representatives to participate in a regional FCSS meeting. This would enable region-wide contact within a contained time frame, and would also enable discussion of region-wide issues with all or most FCSS programs in the region.
- Some FCSS programs are engaged in specific discussions about aspects of the CFSA business plan. For example, some are discussing co-location, or FCSS acting as local contact or coordinating agent in area resource centres.

b. After April 1, 1999

Child and Family Services will continue to evolve over the next several years. Among the ways that FCSS may continue to be involved are:

- FCSS as a partner in designing and overseeing coordinated approaches to serving designated groups of children, youth and families.
- FCSS as a facilitator to coordinate local connections to child and family services (multiple points of entry through community contact places).
- FCSS as a contracted service provider (probably with other partners) of preventive and early intervention services.
- FCSS as a resource to foster and coordinate local involvement in identifying and developing local responses to needs/resources of children, youth and families.
- FCSS as a source of information about the concerns, attitudes or political climate in a given community.

c. Now and for the foreseeable future

- FCSS programs within a given region can get together to talk informally about how they can cooperate to work with their Child and Family Services Authority.
- FCSS can continue to find ways to contribute its knowledge of community and experience in designing and operating services, by figuring out how best to build relationships and provide input to board members, managers and other workers connected to Child and Family Services.
- FCSS can participate with Child and Family Services and other partners in continuing to identify "factors that foster healthy children and families," and to design, sponsor and evaluate programs and community initiatives that improve the odds that most children will experience the conditions that are good for them as they grow up.
- FCSS can work with others to develop increasing ability to measure the results of services for children and families.
- FCSS programs could choose to be a positive voice when discussions are spiraling into negativism.
- FCSS programs have the potential to be advocates in creating and supporting the four pillars, and advocates for the whole intent of Child and Family Services. FCSS could strengthen community leadership to be involved in what affects children.

3. And in conclusion...

The philosophy and intentions of Child and Family Services Authorities and Family and Community Support Services programs are so compatible that working together seems both desirable and inevitable. The question is not "Whether" but "How."

Like many things in life, the conception may be easier than the delivery! Moving from ideas and possibilities to on-the-ground agreements and actions requires faith, labor, and may stretch the capacities and experiences of both parties.

Everything about both programs suggests that the benefits for children, families and communities are well worth the effort.

“Working Together” Series – Paper #5

**Working together with
CHILD AND FAMILY SERVICES
AUTHORITIES**

ATTACHMENTS

- 1. Perspectives of CFSA and FCSS**
- 2. People who provided information**

ATTACHMENT #1: PERSPECTIVES OF CFSA AND FCSS

1. The four pillars

Because the names of the four pillars of CFSA are words that are also common within FCSS, representatives of FCSS and CFSA may not always realize that they could have different meanings for the same words. This section summarizes some possible perspectives.

a. COMMUNITY BASED

CFSA and FCSS share a commitment to community.

Within Child and Family Services, several facets of "community based" are defined in the *Provincial Accountability Framework*. The *Governance Framework* defines "community based" as "the role of natural helpers, support networks and cultural groups will be integrated and expanded within the professional delivery of service."

In *Provincial Standards for Services to Children and Families*, the first outcome is that "Communities are responsible, involved and supported." Authorities are expected to ensure that:

- Community members are active participants in decisions related to the identification of needs and provision of supports to children and families.
- Communities strengthen their capacities to respond to the needs of their children and families.

The accountability framework includes a Community-Based Model for Monitoring and Evaluation.

Past experience in involving community has taken several forms. For example, many Child and Family Services representatives are proud of the consultation process that involved thousands of community representatives in developing regional service plans. They believe that community views are represented in the plans, and that the community owns the process.

As another example, the CFSA Early Intervention Program has for several years involved community people in every aspect of decision-making, including program approval, funding allocation, program design and operation, and evaluation.

Within Family and Community Support Services, the FCSS *Conditional Agreement Regulation* states that two obligations of municipalities or Métis settlements are to use the FCSS program to:

- Promote, encourage and facilitate the development of stronger communities; and
- Promote citizen participation in planning, delivery and the governance of the program and of services provided under the program.

The regulation also states that FCSS services must do one or more of several things, including "Help people and communities to assume responsibility for decisions and actions with affect them," and "Provide supports that help sustain people as active participants in the community."

Thus, the mandate of FCSS is compatible with the CFSA "community-based" pillar.

Within Family and Community Support Services, the phrase "community-based" is often intended to mean that the community initiates, develops and controls services and programs. From this perspective, anything initiated by the province (such as the re-design of services for children and families) would not necessarily be considered "community based" – even if local people are involved.

Some FCSS representatives were frustrated by the process used to develop regional service plans, and are not sure the service plans reflect the views of the community. Most FCSS representatives seem ready to move past previous experiences and explore possibilities for future cooperation.

Representatives of both CFSA and FCSS programs commented in interviews that FCSS programs could have a strong role in assisting CFSA to involve community.

b. EARLY INTERVENTION

Within Child and Family Services, "early intervention" is a philosophy, an intention and a program.

The early intervention **philosophy** is a response to many people's recommendation that services for children and families be available *before* a crisis happens – in other words, intervening early in a situation that is headed for crisis.

The early intervention **intention** is that the re-design and of services for children and families will ensure an array of services to help children and families increase their capacities and strengths and reduce risk factors that impact the need for crisis intervention. One of the CFSA provincial standards is that "Early intervention is the basis for all practice in services and supports for children and families."

The **Early Intervention Program** was implemented in 1995 with two major intentions:

- To pilot all four pillars of the re-design, so that early learning can benefit the over-all design for services in the future;
- To foster creation of community services based on principles of early intervention.

The essence of Early Intervention projects is to act before crisis occurs, in order to:

- Build on the strengths of children, youth and their families;
- Decrease risk factors and exposure to stressful events for children, youth and families;
- Increase supports to at-risk children, youth and their families; and
- Help children better cope with crises that may occur in their lives.

Early Intervention projects are intended to build on strengths of children and youth to foster healthy development. Priority is given to projects for children and youth at risk.

Early Intervention projects are required to demonstrate the four pillars (community-based, integrated services, improved services for Aboriginal children and families, and of course early intervention.) Project proposals identify the risk factors that are being addressed, state how these will be reduced, how strengths and supports will be expanded, and how results will be measured.

Within Family and Community Support Services, all services must "be of a preventive nature that enhances the social well-being of individuals and families through promotion or intervention strategies provided at the earliest opportunity." The FCSS mandate is certainly compatible with the CFSA early intervention philosophy and intent.

Many FCSS programs are partners in Early Intervention projects. Working with others to develop services that reach identified target groups, address specific risk factors and build strengths has been a learning experience. Project evaluations generally show increased cooperation between agencies, and positive results for children and families.

A number of FCSS programs expect to have continued involvement in Early Intervention projects. As well, some FCSS programs expect to assist CFSA to fulfill the early intervention philosophy and intent by helping to strengthen the community environment so it can better reduce risk factors and strengthen support for children and families.

c. IMPROVED SERVICES FOR ABORIGINAL CHILDREN AND FAMILIES

Within Child and Family Services, this pillar grew out of the fact that Aboriginal children were over-represented among children in care. About 7% of Alberta's people are Aboriginal, but about 50% of children in care are Aboriginal.

Provincial Standards for Services for Children and Families includes these standards related to Aboriginal people:

6. Aboriginal people and their communities are responsible and accountable for designing and implementing services to build a better life for their children and families.
 - 6.1 The inherent rights of Aboriginal children are respected and practiced following the natural laws of kindness, honesty, sharing and determination.
 - 6.2 Aboriginal children and families are able to select and access services and resources that best meet their needs.
 - 6.3 Aboriginal people plan, design, implement, monitor and evaluate services in consultation with their communities.
7. The sacredness of Aboriginal peoples' beliefs, values and traditions are respected.
 - 7.1 There is an increased awareness of, and respect for, Aboriginal peoples' culture, spirituality, history and tradition.

Child and Family Services has several mechanisms to ensure that Aboriginal people are an integral part of designing and operating services for children and families. For example:

- All the Authority boards include Aboriginal board members.
- Region 18 CFSA consists of Alberta's eight Métis settlements.
- 50% of Early Intervention Program funding is allocated to projects intended to support Aboriginal children and their families and communities.

CFSA Regional Service Plans expressed commitments to work respectfully and cooperatively with First Nations, Métis settlements and Aboriginal organizations as they provide services to build a better life for their children and families. As well, Service Plans include objectives to ensure that all services located in any community are aware of and respectful of Aboriginal peoples' culture, spirituality, history and tradition.

A task in the next years is to develop protocols for cooperating with First Nations, Métis settlements and Aboriginal organizations in providing services for Aboriginal children and families who live outside of land-based communities, or who do not have a direct connection to an Aboriginal community.

Within Family and Community Support Services, all eight Métis settlements have FCSS programs. They could choose to participate in helping to design and implement child and family services in their communities if this is the wish of their Métis settlement.

Outside of Métis settlements, few FCSS programs have placed a priority on developing services with a specific focus on Aboriginal people. Ensuring FCSS services are aware of Aboriginal peoples' culture, spirituality, history and tradition may be a new learning for some FCSS programs.

d. **INTEGRATED SERVICES**

Within Child and Family Services, the intent of the "Integrated Services" pillar is that planning and service delivery will be integrated at the community, regional and provincial levels to facilitate barrier-free and seamless access to services for children and families.

"Integrated services" may mean different things to different people. The *Provincial Accountability Framework for Child and Family Services* includes a continuum of working-together concepts – cooperation, coordination, collaboration and integration. Examples of how these concepts might be applied are summarized in the following chart.

A CONTINUUM OF WAYS OF WORKING TOGETHER ¹³				
Examples	Cooperation	Coordination	Collaboration	Integration
Decision making	<ul style="list-style-type: none"> Consider others' input and try to ensure decisions do not cause other systems difficulties. 	<ul style="list-style-type: none"> Align decisions with those of other systems to reduce duplication and fill gaps. 	<ul style="list-style-type: none"> Make decisions with extensive input from others to achieve shared outcomes. 	<ul style="list-style-type: none"> Consensus decisions for shared outcomes. Partners share responsibility and accountability.
Resources	<ul style="list-style-type: none"> Share resource information. May make resources available to others, to help achieve resource owner's goals. 	<ul style="list-style-type: none"> In addition to "cooperation" actions, make resource decisions to reduce overlaps and try to fill gaps so more effective use of available resources. 	<ul style="list-style-type: none"> Though each system accountable for its use of resources, some "pooling" and joint use of resources to achieve mutual goals. Concept of equality of contribution. 	<ul style="list-style-type: none"> Resources pooled and decisions on their use shared among partners to achieve shared outcomes. Regardless of contribution, each partner shares equally in decision-making and accountability.
Goal setting	<ul style="list-style-type: none"> Information about goals is shared among partners; some attention paid so goals of one system do not create barriers for other systems' goals. 	<ul style="list-style-type: none"> Partners set goals with input from other stakeholders, in a way to reduce duplication and complement goals of other systems. 	<ul style="list-style-type: none"> Goals set by each partner to meet shared outcomes which have been identified through consensus involving all affected stakeholders. 	<ul style="list-style-type: none"> Mutual goals to achieve shared outcomes developed jointly with all stakeholders. All partners held accountable.
Operations	<ul style="list-style-type: none"> Traditional contractual arrangements exist for working together. Disciplines are specialized, take singular action and usually inform each other. 	<ul style="list-style-type: none"> Framework agreements predominate, with many pilots (usually to fill perceived gaps). Disciplines and service providers take time to understand each other's capacities, goals, core services. Often purchase services from each other with clarity re who is responsible (in charge and in control). 	<ul style="list-style-type: none"> Protocols for working together; memos of understanding used to define joint work. Joint action on some projects; multi-disciplinary case conferencing on as-needed basis. Some blurring and n the field among workers from various disciplines; some "loaning" between service providers. 	<ul style="list-style-type: none"> Consolidations and mergers common. Multi-disciplinary case conferencing is the norm. Stakeholders involved in joint action. Shared responsibility and multi-disciplinary crossovers common. Service providers and different jurisdictions often co-housed, share human and physical resources.

All eighteen of the Child and Family Services regional service plans include mechanisms for fostering cooperation, coordination, collaboration and integration among organizations who may provide resources and services for children and families. Among the types of mechanisms are, for example:

¹³ Chart is summarized from *Monitoring and Evaluating Services to Children and Families*, Alberta Family and Social Services, April 1998.

- Community or district centres where children and families can access information, resources or services from one place;
- Mechanisms so that children and families meet together with all service providers to check in, plan and evaluate in a holistic way;
- Community and regional coordinating councils and advisory committees.

Community and regional representatives identified that some issues cannot be resolved within the region – they require cross-jurisdictional action at the provincial level.

In September 1998, the Alberta government approved *The Alberta Children's Initiative: An Agenda for Joint Action*. The Statement of Commitment is signed by the Ministers of Community Development, Education, Family and Social Services, Health, and Justice and the Minister Without Portfolio Responsible for Children's Services.

The *Agenda for Joint Action* states that "All partners are accountable for the successful achievement of each of the following goals:

"Goal #1: Alberta's children will be well cared for.

"Goal #2: Alberta's children will be safe.

"Goal #3: Alberta's children are successful at learning.

"Goal #4: Alberta's children will be healthy."

One of the three major strategies to achieve the goals is, "Establish an operational environment within government that supports integrated service delivery."

In the past several years, the children's initiative has learned a great deal from its own experience, from the experience of others and from literature about working together across sectors and systems. Two of the key points are:

- For integration to work, no single agency or partner can be identified as having responsibility for ensuring integration. Rather, all partners must agree that integration is their shared responsibility.
- All the partners must keep all the partners informed, and this job is on-going.

Within Family and Community Support Services, the FCSS *Conditional Service Agreement* states that one obligation of a municipality or Métis settlement is to ensure that its FCSS program will "Encourage and facilitate cooperation and coordination with allied service agencies operating within the municipality."

The "Working Together" research project confirms that FCSS has experience in all four types of relationships described above. Paper #1 of this series, *Working Together in FCSS – gifts and challenges*, includes a number of bridges and barriers to working together that were identified in this project.

Both FCSS and CFSA representatives expect that FCSS can assist in fostering more coordinated child and family services at the local level. FCSS programs do not have an automatic capacity to work at the regional level. This may be a challenge that FCSS programs within a region decide to work on together.

2. Accountability relationships with community and province

Both CFSA and FCSS are accountable to the province and to local communities. However, their respective legislation and regulation create somewhat different accountability relationships.

- **Child and Family Services Authorities are agents of the Crown (i.e. the province). The Crown requires them also to be accountable for involving community.**

The provincial government appoints Authority board members, determines Authorities' expected outcomes, and identifies specific programs and services that must be provided. Based on input from communities and Authorities, the provincial government sets the overall provincial direction for services to children and families. Authorities are accountable to the province for ensuring provision of specific services, for achieving outcomes, and for operating within provincial standards.

Child and Family Services Authorities are required, by provincial legislation, to involve children, families and members of the community who benefit from child and family services, as well as other interested community members. The governance framework requires the Authority to promote, encourage and ensure opportunities are available for community input and involvement. Thus, the province requires Authorities to be accountable for involving the community. As well, "community based" is one of the pillars of the children's initiative.

In summary, through philosophy and also through legislation, Child and Family Services Authorities are accountable to communities for ensuring appropriate community involvement. And, since the province's expected outcomes are intended to reflect expectations of communities across the province, Authorities can be said to be accountable to communities for the outcomes of their operation.

- **Family and Community Support Services programs are agents of local government. Within parameters established within provincial legislation and regulation, FCSS programs are accountable to local government.**

A municipality or Métis settlement that signs an FCSS agreement with the province is accountable to the provincial government for operating within the FCSS act and regulation. The local municipality or Métis settlement governing body is responsible to determine the over-all FCSS direction, and determines how the FCSS program will be governed and operated. A foundation principle is that FCSS must serve the community or communities included within a local FCSS agreement.

Thus, through provincial legislation, local policy and philosophy, FCSS is set up to be accountable to the community.

ATTACHMENT #2: PEOPLE WHO PROVIDED INFORMATION

Information sources

Between April and November of 1998, the "Working Together" consulting team had contact with 60 representatives of FCSS programs and municipalities to learn their experiences in working with others. Of the 60 people, 47 made comments related to working relationships between Family and Community Support Services and Child and Family Services Authorities (CFSA). As well, in September 1998, about 35 FCSS directors participated in focus group discussions about FCSS working relationships with Child and Family Services Authorities.

In September, 1998, representatives of the FCSS "Working Together" project met with Co-Chairs of Child and Family Services Authorities to explain the "Working Together" project and ask for assistance in contacting CFSA representatives. Between September and November, 1998, 30 regional and provincial representatives of Child and Family Services participated in interviews or provided information about Child and Family Services working with FCSS.

The consulting team also reviewed service plans of 18 Child and Family Services Steering Committees, as well as other background documents. Information from all sources was analyzed to identify the range of ways FCSS and Child and Family Services Authorities might work together. A draft paper was circulated for review to 33 FCSS representatives and 15 Child and Family Services representatives. The draft paper was then revised based on feedback.

Child and Family Services representatives

- Stan Skoropad, Contract Manager

We wish to thank Paula Tyler, Assistant Deputy Minister; and Dianne Dalley, Tom Fetter, Ellen Hambrook and Irene Milton of the Child and Family Services Secretariat who provided extremely useful background information and feedback.

We also wish to thank the following people who participated in interviews about Child and Family Services Authorities working with FCSS.

Region 1

- Sharon Holtman, Co-Chair

Region 2

- Gitta Hashizume, Co-Chair

Region 3

- Janet Pistawka, Administrative Assistant

Region 4

- Bill Meade, CEO

Region 5

- Wil Porat, Co-Chair

Region 6

- Roger Clark, Co-Chair

Region 7

- Cathy Charlton, Co-Chair
- Paul Bujold, CEO

Region 8

- Marie Anstey, Co-Chair

Region 9

- Gerry Donahue, Co-Chair

Region 10

- Morley Handford, Co-Chair
- Doris Badir, Board Member
- Shashi Kalia, Board Member

Region 11

- Micky Ross Carleton, Co-Chair
- Sandra Craswell, former Working Group Chair

Region 12

- Larry Langager, Co-Chair
- David Beale, Board Member

Region 13

- Claudia Buck, Co-Chair

Region 14

- Duane Stuart, Board Member

Region 15

- Dexter Dombro, Co-Chair

Region 16

- Mike Noon, Co-Chair

Region 17

- Heather Braun, Board Member

Region 18

- Lillian Parenteau, Regional Director, Region 18, Métis Settlements

Central Region

- Joan Langille, Director of Regional Planning, Office of the Commissioner of Services for Children and Families (Regions 5, 6, 7 and 9)

Family and Community Support Services representatives

We wish to thank the following people who commented on working with Child and Family Services Authorities during interviews about FCSS working together with others, or who provided information or feedback on draft versions of this paper.

As well, thanks to about 35 FCSS Directors who participated in focus group discussions, one topic of which was working with Child and Family Services Authorities. Some focus group participants may not be included in this list.

Alberta Family and Social Services

- Veronica Facundo
- Mic Farrell
- Debbie Trachimowich

Athabasca FCSS

- Alan Taylor, Executive Director

Barons-Eureka-Warner FCSS

- Greg Pratt, Director

Big Lakes FCSS

- Vivian Torrens, Director

Bonnyville and District FCSS

- David Beale, Director

Buffalo Lake Métis Settlement FCSS

- Terry Burke, Director, Community Services

Calgary Community and Social Development

- Frank Hoebarth, Manager

Camrose and District Support Services (CDSS)

- Wendy Gregorwich, Director

Claresholm Community Services

- Randy Ell, Director

Cochrane Community Services

- Susan Flowers, Director (FCSS)

Coronation and District FCSS

- Linda Bunbury, Community Liaison

Edmonton FCSS

- Kathy Barnhart, Director (FCSS),
Community and Family Services

Elk Point FCSS

- Deanna Easthope, Director

Flagstaff FCS

- Gail Watt, Director

Fort Saskatchewan Community Services

- John de Bruijn, Director

Gibbons Community Services

- Marg Clark, Director

Grande Cache FCSS

- Kelly Smith, Office Administrator

City of Grande Prairie FCSS

- Lana Wells, Social Planner

County of Grande Prairie FCSS

- Mary Ann Eckstrom, Councillor

Hanna Community Services

- Kim Neil, Director

Hinton Parks, Recreation and FCSS

- Betty Osmond, Director

Innisfail FCSS

- Valaine Vienneau, Director

Jasper FCSS

- Kathleen Waxer

Kneehill County FCSS

- Shelley Jackson, Director

Lacombe and District FCSS

- Trish Mayner, Executive Director

City of Leduc FCSS

- Ted Tymchuk, Manager

County of Leduc FCSS

- Betty Ann Nemish, Director

Lethbridge Family and Human Services

- Rosalind Annis, Coordinator

Morinville FCSS

- Cathy Clarke, Director

Paddle Prairie Métis Settlement

- Joanne Ducharme, Coordinator, Community
Services

Provost and District FCSS

- Cindy Morrow, Program Coordinator

Red Deer and District FCSS

- Colleen Jensen, Manager, Social Planning

County of St. Paul FCSS

- Linnette Newby, Director

Town of St. Paul FCSS

- Cheryl Snider, Director

Stettler and District FCSS

- Faye Blakely, Administrator

County of Strathcona FCSS

- Sheryl Fricke, Coordinator, Community Development
- Jackie Winter, Manager

Sylvan Lake FCSS

- Carman McKee, Director

Tofield-Ryley-Beaver FCSS

- Yvonne Allan, Director

Village of Trochu

(Kneehill County FCSS)

- Maureen Makala, CAO

Viking-Beaver FCSS

- Joanne Stewart, Director

Wheatland County FCSS

- Sharon Thibeau, Program Coordinator

Village of Standard

(Wheatland County FCSS)

- Ken Larson, Reeve

Regional Municipality of Wood Buffalo FCSS

(Fort McMurray and district)

- Joe Bath, Superintendent

Yellowhead Community Services

- Debbie Charest, Supervisor