

**2015-18**

**Department Business Plan**

**Family and Community Services**

**Reporting Period: Q4/2016**



**Goal 1: Residents of all ages are supported as valued members of the community.**

*Outcome: Residents are satisfied with community supports and find them easy to access.*

| <b>Progress Update</b>                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Initiative</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Status</b><br><i>IP: In Progress</i><br><i>NS: Not Started</i><br><i>C: Complete</i><br><i>WI: With Issue</i> | <b>Milestones/Deliverables Achieved</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p>Guide service delivery through the following activities:</p> <ul style="list-style-type: none"> <li>• assess social trends and needs through community engagement</li> <li>• consult with agency partners and clients to determine needs and gaps</li> <li>• collaborate with community partners and agencies to ensure most effective and efficient utilization of resources</li> <li>• monitor social-demographic information to identify trends</li> </ul> | IP                                                                                                               | Eight departments and three community partners collaborated to design and implement Community Talk, an extensive county-wide public engagement campaign. Community Talk invited citizens to share their thoughts and ideas on the County’s social goals and our current achievement of these goals. 7815 people completed surveys, 622 individuals participated in 48 community conversations, over 220 businesses, 33 community agencies, 25 faith communities, 16 schools including 102 participating classrooms, 10 community hall associations, and 7 service clubs took an active role in this engagement. Results expected to be available in February 2017. |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | IP                                                                                                               | School Divisions within Strathcona County completed the Early Childhood Development Instrument to provide feedback on the impact of the Early Childhood Coalition efforts over past four years. Results anticipated from Alberta Health Services in fall 2017.                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | IP                                                                                                               | Family & Community Services continue to host five external agencies to support seamless service delivery for clients/residents.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | IP                                                                                                               | In Alberta, from 2014 to 2016, the number of EI benefit and Income Support recipients increased by 198% and 178% respectively. There has been a 41% increase in <i>Everybody Rides</i> and a 28% increase in <i>Everybody Gets to Play</i> subsidies.                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | IP                                                                                                               | There has been a 34% increase in the number of FCS clients requesting a reassessment/reduction of fees. 2014 (41 clients) - 2016 to (62 clients).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Promote development of social and support networks that enhance community connectedness                                                                                                                                                                                                                                                                                                                                                                          | IP                                                                                                               | Parent Link programs were offered at 11 outreach sites (nine are rural sites), in addition to its main site. Programs provided increased opportunities for community connectedness.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

**FCS Q4/2016 Progress Report**

|                                                                                               |    |                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                               | C  | Pilot of Seniors’ Travelling Cafes concluded. Three of the four groups are still meeting independently. Gift cards, tool kits and FCS support were provided if they wished to continue.                                                                                                                                                   |
| Ensure supports assist with the needs of our residents during times of vulnerability and need | IP | <p>Municipal Subsidies received in 2016:</p> <ul style="list-style-type: none"> <li>• Everybody Rides: 691 (41% increase since 2014)</li> <li>• Everybody Gets to Play: 1605 (28% increase since 2014)</li> <li>• Seniors Transit: 69 (19% decrease since 2014)</li> <li>• Senior Property Tax: 425 (77 % increase since 2014)</li> </ul> |
|                                                                                               | C  | FCS staff dedicated 1285 hours of Emergency Social Services support to the Regional Municipality of Wood Buffalo evacuees displaced by the wildfire. This included support to the Alberta Government with the distribution of debit cards (2,271 cards).                                                                                  |
|                                                                                               | IP | Home Support provided an average of 7583 visits per month to approximately 322 clients.                                                                                                                                                                                                                                                   |
|                                                                                               | IP | Seniors Outreach provided 919 community visits in 2016; Youth Outreach provided 94 community visits and served 22 new youth.                                                                                                                                                                                                              |
|                                                                                               | IP | Newcomer Connector maintained numbers and participants took the initiative to begin to create their own learning opportunities.                                                                                                                                                                                                           |
|                                                                                               | IP | Volunteer Tax Preparation clinics are offered in the spring. This service is offered year round for women staying in the Safe Place women’s shelter.                                                                                                                                                                                      |

**Opportunities, Challenges and Other**

Completed the largest public engagement in the history of Strathcona County to inform a renewed social policy framework.

Results from the Early Childhood Development Instrument measurement will guide the work of the Early Childhood Development Coalition in its efforts ensure every child is ready for school.

Supporting the Wood Buffalo Wild Fires significantly impacted service levels in the month of May 2016 as staff were called upon to assist with the crisis.

Majority of services remain no cost to residents. In response to economic need, all fees, when applicable, were maintained at previous levels with no fee increases in 5 years.

## FCS Q4/2016 Progress Report

| <b>Key Performance Indicator/Measures</b>                  | <b>Benchmark</b> | <b>Progress Update<br/>(include year)</b> | <b>Target</b> |
|------------------------------------------------------------|------------------|-------------------------------------------|---------------|
| High satisfaction rating for Family and Community Services | 75% (2013)       | 74.1% (2015)                              | 76% (2018)    |
| % residents using Family and Community Services            | 9.2% (2013)      | 11.4% (2015)                              | 9.5% (2018)   |
| Very important rating for Family and Community Services    | 74% (2013)       | 83.9% (2015)                              | 75% (2018)    |

**Goal 2: Individuals and families experience social well-being.**

*Outcome: Individuals and families have stronger coping skills, increased resilience and greater independence.*

| <b>Progress Update</b>                                                                                                                                   |                                                                                                                  |                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Initiative</b>                                                                                                                                        | <b>Status</b><br><i>IP: In Progress</i><br><i>NS: Not Started</i><br><i>C: Complete</i><br><i>WI: With Issue</i> | <b>Milestones/Deliverables Achieved</b>                                                                                                                                                                                                                                       |
| Continuous improvement of social and emotional development across the lifespan                                                                           | IP                                                                                                               | A three year grant was renewed for the Mental Health Capacity Building (KEYS program) to focus on positive mental health and healthy relationships in three junior high schools.                                                                                              |
|                                                                                                                                                          | IP                                                                                                               | Programs focused on early childhood are utilizing standardized tools to screen the social emotional development of young children.                                                                                                                                            |
|                                                                                                                                                          | IP                                                                                                               | A broad range of supports that include counselling, outreach, parented programs, group support, workshops and training are provided on an on-going basis.                                                                                                                     |
|                                                                                                                                                          | IP                                                                                                               | Counselling services shifted to brief, focused counselling with the intention of reducing wait times and ensuring that counseling is purposeful and effective.                                                                                                                |
| Ensure a broad continuum of social supports, education and resources are available that evolve to meet the changing needs of individuals and families    | IP                                                                                                               | 2016 - Residents received service in the following programs:<br>Counselling, Trauma Support, Family Teen Resources: 1027 residents<br>Family School Liaison: 210 residents<br>Seniors Outreach: 97 residents<br>Home Visitation: 80 residents<br>Youth Outreach: 22 residents |
|                                                                                                                                                          | IP                                                                                                               | Created in partnership with the County Clothesline and the Information and Volunteer Centre, the Community Cares Fund offers emergency funds to residents experiencing financial hardship.                                                                                    |
| Provide opportunities for individuals and families to be empowered through social and psycho-educational programs in a broad range of community settings | IP                                                                                                               | Twenty one groups focusing on parenting, social skills, anxiety, empathy, study skills, divorce supports and healthy relationships reached 245 people over 311 sessions.                                                                                                      |
|                                                                                                                                                          | IP                                                                                                               | Through individualized, goal-directed meetings with children and families in the community, the Trauma Support Program                                                                                                                                                        |

|  |  |                                                                                                                                                                                                                                                                                                             |
|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <p>supports resilience in families who are coping with domestic violence, parental mental health issues and/or chronic family stress. This is achieved by supporting children to build skills in the areas of emotional awareness &amp; regulation, problem solving, stress management and self-esteem.</p> |
|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Opportunities, Challenges and Other**

Social emotional screening is available on-line for use by parents of young children to understand their developmental progress.

| <b>Key Performance Indicator/Measures</b>        | <b>Benchmark</b> | <b>Progress Update (include year)</b> | <b>Target</b> |
|--------------------------------------------------|------------------|---------------------------------------|---------------|
| % of residents satisfied with life               | 92% (2014)       | Social Sustainability Survey 2014     | 93% (2018)    |
| % of residents seeking support for coping skills | 30% (2012)       | Health and Lifestyle Checkup survey   | 28% (2018)    |

**Goal 3: Community social issues and needs are identified, understood and supported.**

*Outcome: Increased awareness of the impact of social issues to empower individuals, families and the community to respond.*

| <b>Progress Update</b>                                                                     |                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Initiative</b>                                                                          | <b>Status</b><br><i>IP: In Progress</i><br><i>NS: Not Started</i><br><i>C: Complete</i><br><i>WI: With Issue</i> | <b>Milestones/Deliverables Achieved</b>                                                                                                                                                                                                                                                                                                                                                                                               |
| Redevelop and continue to promote and implement the Social Sustainability Framework        | IP                                                                                                               | Community Talk Engagement Campaign sought feedback on goals from the 2007 Social Sustainability Framework, and invited honest conversation about how to build a community where every resident has the opportunity to feel supported, safe and connected. Phase 1 garnered 7815 survey responses and over 600 citizens engaged in community conversations. This information is being synthesized into a report available in February. |
| Build capacity for families, individuals and community to advocate for themselves          | IP                                                                                                               | Continue to provide clients with the tools, information and supports to access the services they need, through both in office and outreach supports.                                                                                                                                                                                                                                                                                  |
| Build community awareness of social issues to facilitate social inclusion of all residents | IP                                                                                                               | Supported the independent group Strathcona County Diversity Committee during its infancy through meeting space, guidance, as well as secured provincial grant dollars to assist with their start-up costs.                                                                                                                                                                                                                            |
|                                                                                            | IP                                                                                                               | Community Talk dialogues and survey distribution created awareness of social goals and ensured an inclusive voice was gathered from vulnerable residents.                                                                                                                                                                                                                                                                             |
| Increase effectiveness of community education programs and awareness campaigns             | C                                                                                                                | The Silent Witness silhouettes (promotional display boards) were part of a community wide campaign to end family violence, improve personal well-being and healthy relationships. Silhouettes were displayed in 11 community locations during the month of October. In November, 1800 white ribbon pins were distributed in the community, furthering the awareness to end family violence.                                           |
|                                                                                            | IP                                                                                                               | The initiative of "Engaging Men and Boys" continued with a strength based, capacity building model with a focus on social supports resiliency, healthy relationships, and                                                                                                                                                                                                                                                             |





**Opportunities, Challenges and Other**

Ensuring programming and supports are reflecting the evolving needs identified by community members.

During the Community Talk public survey responses on 'WHAT CAN YOU DO' the top 4 responses were: 1) Citizenship (volunteer, community involvement, help one another, collaboration and neighbourliness 2) respect others and accept their differences 3) Community Awareness, and 4) Important issues are voiced (advocacy). These responses will be explored with residents in Phase II of the social framework renewal.

| <b>Key Performance Indicator/Measures</b> | <b>Benchmark</b> | <b>Progress Update (include year)</b> | <b>Target</b> |
|-------------------------------------------|------------------|---------------------------------------|---------------|
| % of residents aware of high risk issues  | 50% (2012)       | Health and Lifestyle Checkup survey   | 55% (2018)    |



**Goal 5: A healthy staff environment is essential in maintaining high-quality services.**

*Outcome: FCS is a high functioning, cohesive work team.*

| <b>Progress Update</b>                                                                                        |                                                                                                                  |                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Initiative</b>                                                                                             | <b>Status</b><br><i>IP: In Progress</i><br><i>NS: Not Started</i><br><i>C: Complete</i><br><i>WI: With Issue</i> | <b>Milestones/Deliverables Achieved</b>                                                                                                                                                                                                                                                                        |
| Sustain a high level of staff engagement, cohesion and work/life balance for staff                            | IP                                                                                                               | Active Engagement training - 29 FCS staff have completed a four day workshop that focuses on effective communication and active leadership. Additional staff continue to be trained as opportunities arise. A bi-weekly community of practice supports staff to navigate workplace transitions and challenges. |
| Ensure that decision making occurs at the right level to ensure service provision is flexible and responsible | C                                                                                                                | Additional administrative staff have been hired to support the management team, enabling them to focus on leadership which better supports the broader department.                                                                                                                                             |

**Opportunities, Challenges and Other**  
 FCS staff adjusted to significant senior management staff turnover.  
  
 Participation in Phase 1 of Community Talk stretched the comfort zone of many staff, tackling new assignments. Conversely this experience strengthened the cohesiveness of the staff.

| <b>Key Performance Indicator/Measures</b> | <b>Benchmark</b> | <b>Progress Update (include year)</b> | <b>Target</b> |
|-------------------------------------------|------------------|---------------------------------------|---------------|
| Staff satisfaction rating                 | 75% (2014)       | Employee Engagement survey 2017       | 85% (2018)    |
| Opportunity to use expertise              | 97% (2014)       | Employee Engagement survey 2017       | 98% (2018)    |
| Encouraged to be innovative               | 77% (2014)       | Employee Engagement survey 2017       | 85% (2018)    |
| Motivated to go above and beyond          | 92% (2014)       | Employee Engagement survey 2017       | 95% (2018)    |