



2019 - 2022
DEPARTMENT
BUSINESS PLAN
Family and
Community
Services

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MESSAGE FROM THE DIRECTOR



It is my pleasure to introduce to you the Family and Community Services Department Business Plan. This plan is a culmination of extensive community engagement, including the participation of community partners and Family and Community Services staff. Aligned with the County's Strategic Plan, this plan represents our intentions and best thinking as we step forward into the coming four years.

Along with our neighbours, Strathcona County is facing increasing social challenges and opportunities. We continue to wrestle with increased need for mental health supports, increased incidents of domestic and sexual violence, the impacts of the opioid crisis and overall challenges of affordability. Our young people are impacted by technology more than any generation before them. Our seniors population is growing, while the face and needs of seniors continues to evolve. During this same time, we also have an increasingly capable local social service system, untold numbers of caregivers, educators, volunteers, coaches, innovators, community builders, leaders and mentors that show up and quietly contribute every day to the well-being of our community. Fortunately, our strengths outshine our challenges.

Building strong communities to support the diverse needs of residents is a tall order that requires focus from this department, the County, our local social service and system partners and our community as a whole. It was this need for a shared vision moving forward that led to the collective development of the Social Framework. This guiding policy, developed in partnership with community in 2017, is an ambitious and aspirational call to action that is already showing some early signs of impact. These include a redesign of the Community Social Framework Grants, a re-imagining of our own department structure and functions, and new and previously unexplored partnerships that support community well-being. Applying current evidence in brain science, trauma-informed practice and collective impact, this department business plan represents Family and Community Services' contribution to the achievement of the County Strategic Plan and the Social Framework.

We all would like a quick fix to the challenges that we face. Often the question is asked, "do we have a program for that?". While needs assessments and aligned



services play a role in understanding and creating a flourishing community, an often overlooked and highly influential contributor is how each of us, as community members, shows up to support this amazing community we live in. Research tells us that our communities and social networks are like a honeycomb of interconnection. People influence one another and those influences can ripple far beyond the original interaction or relationship. As such, each of us carries the ability, each day, to increase the well-being of our County.

Let's make the most of this influence we all possess. Sometimes life is complicated. Sometimes we need support. Other times we can offer a hand. The invitation is to continue showing up for each other and for each of us to reflect on our personal handprint in our community. Together we can create a supported, safe and connected community.

Bree Claude

Director, Family and Community Services

PLANNING FOUNDATION

STRATHCONA COUNTY VISION

Living in Strathcona County

Strathcona County, located in the heart of Alberta, is an energetic and thriving community. A leader in North America's petroleum industry and a champion for advancing diverse agricultural business, we use our energy to power our new tomorrow.

We are a specialized municipality, and work cooperatively with our urban and rural residents to govern as a single municipality. Proud of our distinct governance model, we promote and demonstrate our achievements.

We are a welcoming place to live and attract people of all ages, cultures and walks of life to join us. Families thrive in our dynamic, caring and safe community.

We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage.

Investment in infrastructure, quality services, cultural and recreational programs, and facilities is a priority and sets us apart.

Becoming Canada's most livable community

CORPORATE MISSION

We are committed to working collaboratively, efficiently and effectively to provide quality service delivery to citizens, business, and industry alike.

CORPORATE VALUES

Our values help to form our organizational identity and define our culture.

Integrity	We demonstrate ethical standards and behaviours We display honest behaviour at all times We do what we say we will do
Respect	We treat others with care and dignity We pay attention to each other We welcome a variety and diversity of ideas
Safety	We consistently demonstrate safe work practices We build an environment of openness and trust We make it safe for each other to voice opinions or concerns
Fairness	We consider how our actions might affect others We treat everyone impartially and equitably We are willing to share the reasoning behind our thinking and decisions
Cooperation	We support, assist and learn from each other We give credit to others for their contributions We compromise when needed to achieve common goals

DEPARTMENT MISSION

Family and Community Services provides stewardship of the Social Framework in our community to create together a supported, safe and connected community for all.

Family and Community Services focuses on holistic, evidence-based, action-oriented supports and skill-building within the mandate of prevention and early intervention, while leveraging community partners' areas of expertise.

DEPARTMENT OVERVIEW

Family and Community Services is structured to help build strong communities to support the diverse needs of residents in support of Strathcona County's 2013-2030 Strategic Plan to become Canada's most liveable community.

Safe and supported communities grow when individuals and families support and care for one another. To this end, Family and Community Services provides two interdependent core functions – empowering communities; and empowering individuals and families. Within these functions, the department undertakes civic engagement, social innovation, planning and evaluation, and provides funding, early years navigation, in-home care support, counselling, mental health capacity building and navigation.

Family and Community Services is committed to supporting rural and urban residents. The department provides services to residents through rural halls, public greenspaces, playgrounds, senior lodges, the Children and Youth Community Centre, Recreation, Parks and Culture facilities, Strathcona County Library, schools, and offices in the Strathcona County Community Centre.

Family and Community Services operates in accordance with relevant statutes, codes and regulations, adheres to program standards and best practices and maintains professional certifications for credentialed staff. Provincially, Family and Community Services receives a portion of its mandate from the *Family and Community Support Services Act* and Regulation.

DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS

EMPOWERING COMMUNITIES

Staff teams support the implementation of the Strathcona County Social Framework as a shared effort by individuals and organizations throughout the County. Using innovative strategies, concepts and approaches, partners and staff together address complex social issues in Strathcona County through the following Priority Based Budget programs:

- Civic engagement
- Social innovation
- Planning & evaluation
- Funding

2019 – 2022 FORECAST

Strathcona County's population is forecasted to grow and diversify. This growth will come with increasingly diverse needs, opportunities and expectations for social services. The County will also face unpredictable challenges associated with a rapidly changing world. Empowering communities is a strategic response to strengthen the community's capacity to address complex social issues in a continually evolving environment. Over the coming four years, the department will continue to work closely with partner groups and organizations to learn, explore and adapt to this new and evolving role, while developing and strengthening relationships with multiple sectors.

Civic engagement involves engaging and bringing community members together to take collective action, generate solutions to social issues and realize new opportunities. Over the next four years, this area will see delivery of innovative projects and empowerment of community members to work together for positive change.

Social innovation involves exploring relationships between programs, systems and stakeholders to identify patterns and opportunities for innovative solutions to social issues. Over the next four years, this area will see an increase in empowering partner groups and organizations, both individually and collectively,



to find innovative approaches to social challenges and opportunities. An example of an innovative approach is the County's exploration of the feasibility, design and functionality of a Community Hub model. A Community Hub would increase access to programs and services in the County, create new opportunities for synergies between social service partner organisations, and enhance collective ownership of implementation of the Social Framework.

Planning and Evaluation uses systemic design and developmental evaluation to enable new ways of working within the department, amongst social serving partners and with the community. The next four years will involve significant effort to build capacity within the department, and with partner organizations, to share outcomes and better understand the impacts of programs and innovations.

Funding is available through the newly enacted Social Framework Community Grants Policy to support community groups and organizations in learning, collaboration, social innovation, creative ingenuity and service delivery. Over the next four years, this strategic investment in community capacity will empower groups and organizations to meet the County's changing social needs and opportunities.

EMPOWERING INDIVIDUALS AND FAMILIES

Staff teams provide a holistic, responsive, evidence-based continuum of supports and skill building strategies to children, youth, adults, seniors and families. Teams collaborate with participants and partners to empower individuals through seamless support and connection with the wider community through the following Priority Based Budget programs:

- Early years navigation
- In-home care support
- Counselling
- Mental health capacity building
- Navigation

2019 – 2022 FORECAST

Strathcona County's forecast population growth and diversification come with increasingly diverse needs, opportunities and expectations of service levels. To meet these demands, in 2018 Family and Community Services re-organized its service delivery to empower individuals and families by providing navigation



throughout the life space from early years to seniors, as well as in-home care support, counselling, and mental health capacity building. This new model of service delivery and empowerment is a strategic shift based on existing strengths found within community organizations, research, evidence and best practice.

2019 will be used to establish baseline data within the re-designed model. Over the next four years, data and experience will be used to refine the model as the department and partners learn and explore this new and evolving role. The next four years will also see development and strengthening of partnerships across sectors.

Early years navigation provides parents, parents-to-be, families and caregivers of young children, from birth to age five, a blended service continuum of supports, resources, programs and community engagement activities. Over the next four years, the continuum model of service delivery and empowerment will be refined, with the understanding that the early years are foundational to set life-long patterns for success. This service will continue to build on rural successes and seek additional opportunities to expand reach and impact for rural residents of Strathcona County.

Keeping seniors in their placement of choice longer, trained health-care aides provide home care, in the two County lodges and the Home Help program provides light housekeeping services to citizens in need. It is anticipated that service needs will increase with the expansion of Silver Birch Haven and construction of the new Clover Bar Lodge. Demand for services that support seniors is anticipated to increase as our seniors population grows.

Counselling on a walk-in basis supports people who are struggling with everyday challenges with useful strategies to help resolve their difficulties sooner, rather than later. This service empowers individuals to make changes in their own lives. Early indications are that the model has had a positive impact for individuals. The model brings:

- walk-in access to individual counselling at a time when it matters most to the client,
- group counselling that promotes connection and inclusion,
- access to resources and additional supports, and
- affordable counselling with 'pay-what-you-can-afford' model.

The next four years will see refinement of this model of support and empowerment.



Mental health capacity building involves working with school staff, parents, caregivers and students in junior high/middle schools to integrate mental health and healthy relationship concepts into daily routines. This approach fosters skills and attitudes that support mental health as a priority. The primary focus is building on the capacities and strengths of school staff to improve students' outcomes. Mental health capacity building operates on a community model, rotating presence within junior high and middle schools on a three-year cycle.

Navigation supports citizens as they manoeuvre through the complex social service system. This approach provides citizens with access to resources and supports in a coordinated and seamless way. Navigation complements early-years navigation, counselling, mental health capacity building and in-home care support, and leverages the strengths of social service partner organizations in the community. Future priorities for this program include creating opportunities to make these and other services more easily available to rural residents. In an effort to simplify citizen's navigation through the complex social system and to promote synergy between social service partner organisations, the County is currently exploring the feasibility, design and functionality of a Community Hub model. The Community Hub has the potential to be a single access point that seamlessly leverages the knowledge and connections of social service partners for a wide variety of social needs. The navigation approach creates empowerment and develops stronger connections with partner organizations to provide coordinated, multi-organization service to County residents.

DEPARTMENT SUPPORT ROLES (ANNUAL CAPITAL INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2019 – 2022 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

INIT/ AUTO #	Annual initiative	Description	Department lead	Timeframe
AUTO 1284 1285 1286 1287 1288	Annual Facility Capital Lifecycle Program	To maintain safe, functioning and operating County facilities.	Facility Services	Q1 2019 - ongoing
AUTO 1309 1310 1311 1312 1313	Annual Information Technology Corporate Infrastructure Replacement Program - Municipal	To support computer and technology infrastructure components remain current and able to deliver on services and reduce risk of service interruptions.	Information Technology Services	ongoing

DEPARTMENT IMPROVEMENT INITIATIVES

EMERGENCY SOCIAL SERVICES LIAISON POSITION (INIT 115)

To increase capacity as an emergency social services liaison.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports insight-driven / evidence-based decision making
- Ensures compliance with regulations, laws, procedures and policies

Department role:

Lead: Family and Community Services

Support: Human Resources

Timeframe:

Start time: Q1 2022

End time: Ongoing

DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2019 – 2022 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

AUTO/ INIT #	Improvement initiative	Description	Department lead	Timeframe
AUTO 1003	Strathcona County Business Transformation (SCBT) Project	To transform and align people, process and technology in four of the County's core business functions of finance, human resources, procurement and contract management. Included in process and technology are utility billing and property tax. Included in technology is corporate asset management.	SCBT Project Team	Q3 2017 – Q3 2020
INIT 90	Enterprise Strategic Portfolios Implementation	To operationalize enterprise strategic portfolios to ensure corporate -wide management oversight and decision making accountability.	Corporate Planning	Q2 2018 – Q4 2020
INIT 30	Digital Workplace Program	To establish a single, integrated, modern electronic content and collaboration technology platform that will replace several isolated software applications that exist today.	Information Technology Services	Q1 2019 – Q4 2021
INIT 66	New Occupational Health and Safety (OHS) Legislation Implementation	To be fully compliant with the new OHS legislation coming into effect June 1, 2018.	Human Resources	Q1 2019 – Q1 2023
INIT 89	Performance Measurement Maturity Improvements and Service Level Review	To improve the County's performance measurement maturity and to review service levels.	Corporate Planning	Q1 2019 – Q4 2022
INIT 86	Corporate Inclusion and Diversity Training	To develop staff skills and knowledge to help create and maintain an inclusive work environment and promote inclusion within the community through citizen interactions	Human Resources and Intergovernmental Affairs	Q1 2019 – Q4 2022
AUTO 1823	OHS / Disability Management Technology Project	To create a digital workflow system to address information on the County's OHS and DM areas.	Human Resources	Q2 2019 – Q1 2021

AUTO/ INIT #	Improvement initiative	Description	Department lead	Timeframe
INIT 63	Succession Planning Strategy	To develop a succession planning strategy.	Human Resources	Q3 2019 – Q4 2022
INIT 14	Enterprise Risk Management Program	To develop an enterprise risk management program.	Corporate Finance	Q1 2020 – Q4 2022
INIT 38	Corporate Payments Options Review	To complete a comprehensive review of the different payment options offered to customers in various Departments.	Corporate Finance	Q2 2020 – Q4 2020
INIT 26	Enterprise - Wide Communications Review	To conduct an enterprise - wide review of communications services.	Communications	Q1 2021 - Q4 2021
INIT 8	Business Expense Policy Review and Update	To review and update the Employee Business Expense Policy.	Corporate Finance	Q1 2021 – Q3 2021
INIT 32	Program Based Budgeting and Reporting Framework	To develop and / or transition to a program based budgeting framework.	Corporate Planning	Q3 2021 – Q4 2023
INIT 104	Municipal Emergency Management and Business Continuity Management Systems Integration	To properly interconnect and update department business continuity and municipal emergency response plans.	Emergency Services	Q1 2021 - ongoing

DEPARTMENT STRATEGIC INITIATIVES

SOCIAL FRAMEWORK ANNUAL AWARENESS INITIATIVE AND SUMMIT (INIT 95)

Awareness initiatives and a Social Framework summit support the community's responsiveness to the diverse and changing needs of its residents. Initiatives serve to raise awareness, build skills and reduce stigma around emergent social issues in the County. The summit provides a forum to inspire and empower community partners to collective action.

Linkage to strategic goal(s) and result(s):

Goal 1: Build strong communities to support the diverse needs of residents

- Opportunities for meaningful connections within communities

Goal 5: Foster collaboration through regional, community and governmental partnerships

- Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community

Department role:

Lead : Family and Community Services

Timeframe:

Start time: Q1 2019 End time: Ongoing

COMMUNITY HUB FEASIBILITY STUDY (INIT 117)

Strathcona County is exploring the feasibility, design, and functionality of a Community Hub model as part of ongoing efforts to further increase access to programs and services in the County for both rural and urban residents. Steps will include community engagement, partner engagement and planning.

Linkage to strategic goal(s) and result(s):

Goal 1: Build strong communities to support the diverse needs of residents

- Programming meets the changing needs of residents

Goal 2: Manage, invest and plan for sustainable municipal infrastructure

- Accessible cultural, recreational and social infrastructure

Goal 5: Foster collaboration through regional, community and governmental partnerships

- Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community

Goal 6: Provide facilities and services that are available and accessible to residents

- Enhanced community interaction and connectedness

Department role:

Lead: Family and Community Services

Support: Facility Services

Timeframe:

Start time: Q2 2019

End time: Q4 2021

COMMUNITY SOCIAL FRAMEWORK GRANTS (INIT 87)

As Strathcona County grows and changes, its social needs grow and change as well. Grant funding is a strategic opportunity to leverage and grow the capacity of groups and organizations in the community to deliver essential social services and address emerging social opportunities and challenges. Grants are allocated under the Social Framework Community Grants Policy.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 1: Build strong communities to support the diverse needs of residents

- Programming meets the changing needs of residents
- Appropriate access to the social service system through partnerships

Goal 5: Foster collaboration through regional, community and governmental partnerships

- Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community

Department role:

Lead: Family and Community Services

Timeframe:

Start time: Q1 2019

End time: Ongoing

DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2019 – 2022 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

INIT/ AUTO #	Strategic initiative	Description	Department lead	Timeframe
2018 INIT 24	Recreation and Culture Strategy	To develop a recreation and culture strategy that outlines the County's recreation and culture priorities and commitments for the next 12 years.	Recreation, Parks, and Culture	Q2 2018 – Q3 2019
INIT 100	Medical Services Delivery Model – Continuing Care Pilot	To address medical events in the continuing care setting by providing consultation and care for patients that have traditionally been transported to the hospital.	Emergency Services	Q1 2019 – Q4 2021
INIT 21	Tourism Strategy and Implementation	To provide a strategy to guide future tourism activities.	Economic Development and Tourism	Q1 2019 – Q1 2020