



2020 - 2023
DEPARTMENT
BUSINESS PLAN
Family and
Community
Services

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TABLE OF CONTENTS

MESSAGE FROM THE DIRECTOR	1
PLANNING FOUNDATION	1
Strathcona County vision	1
Corporate mission.....	1
Corporate values	1
DEPARTMENT MISSION STATEMENT	2
DEPARTMENT OVERVIEW	2
DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS (SUMMARY OF OPERATIONAL PLANS).....	3
Empowering communities.....	3
2020 – 2023 forecast	3
Empowering individuals and families	4
2020 – 2023 forecast	4
DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS.....	7
Department support roles (annual capital Improvements)	7
DEPARTMENT IMPROVEMENT INITIATIVES	8
Department support roles (improvement initiatives).....	8
DEPARTMENT STRATEGIC INITIATIVES	10
Department support roles (strategic initiatives).....	10
APPENDIX 1:	11
STRATHCONA COUNTY GOALS AND RESULTS	11
Strategic goals (external community facing)	11



Corporate organizational excellence goal (internal facing)
..... 13


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 ongoing engagement with community partners. 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 substance misuse and overall challenges of affordability. Our provincial context is evolving and we continue to align local efforts to maximize outcomes for our residents. 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 now in its second year as an ambitious and aspirational call to action that is showing signs of impact. These include the Social Framework Community Grants, the community-led *Drug Strategy*, and the award-winning *Opioids Don't Discriminate* interactive exhibit. In addition, a new approach to service delivery was established under the *Social Framework* that eliminates barriers to service and places the need and views of children, youth, families and individuals at the absolute centre. 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 social 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 STATEMENT

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 (SUMMARY OF OPERATIONAL PLANS)

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
- Policy & social innovation
- Planning & evaluation
- Funding

2020 – 2023 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.

Policy and social innovation involve 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. This includes working collaboratively to develop enabling social policy through all stages of the policy cycle.

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 *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

2020 – 2023 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. It also aligns with evolving provincial priorities.

Over the coming four years, data and experience will be used to refine the model in alignment with local and provincial priorities as the department and partners learn and explore this new and evolving role.

Early years navigation provides parents, parents-to-be, families and caregivers of young children a blended service continuum of supports, resources, programs and community engagement activities. In response to changes in priorities and funding by the Government of Alberta in its approach to prevention and early intervention services for children, youth and families throughout the province, Family and Community Services will lead and evolve service delivery to align with changing provincial priorities, while continuing to support community through implementation of the Social Framework.

Family and Community Services 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 home 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. 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. The navigation approach creates empowerment and develops stronger connections with partner organizations to provide coordinated, multi-organization service to County residents.

DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS

DEPARTMENT SUPPORT ROLES (ANNUAL CAPITAL IMPROVEMENTS)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 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 capital improvement	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

DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 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 #	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 2022
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/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
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
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 2021 – Q4 2023
INIT 38	Corporate Payments Options Review	To complete a comprehensive review of the different payment options offered to customers in various departments.	Corporate Finance	Q1 2022 – Q4 2022
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 – Q4 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 2024
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 2020 – ongoing
AUTO 2013	Building Security Upgrades	To enhance facility security and safety upgrades in support of the County's changing social sector and service delivery model.	Facility Services	Q2 2020 – Q3 2021

DEPARTMENT STRATEGIC INITIATIVES

DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 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
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	Q3 2019 – Q3 2020

APPENDIX 1:

STRATHCONA COUNTY GOALS AND RESULTS

STRATEGIC GOALS (EXTERNAL COMMUNITY FACING)

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

- Opportunities for meaningful connections within communities
- Diverse and inclusive communities
- Appropriate access to the social service system through partnerships
Affordable basic municipal services
- Programming meets the changing needs of residents
- Opportunities to be healthy and active

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

- Efficient and effective multi-modal transportation network
- Safe, reliable utility infrastructure
- Innovative “smart” infrastructure
- Accessible cultural, recreational and social infrastructure
- Accessible, reliable internet connectivity
- Partnerships enhance infrastructure investment opportunities

Goal 3: Cultivate economic diversification, within the petro-chemical industry and beyond, through a business-friendly environment

- Strategic partnerships promote business growth and retention
- Planning supports strategic development
- Critical physical and technology infrastructure supports business, industry, and agriculture
- Investment attraction and retention focus on downstream, value-added industry
- Strengths and innovation provide a competitive advantage, and support attraction and diversification
- Growth opportunities increase through regional brand and economic development strategies

Goal 4: Ensure effective stewardship of water, land, air and energy resources

- Appropriate and effective use of agricultural land
- Natural areas and resources balance value for current and future generations
- Municipal buildings deploy efficient technology where appropriate
- Growth and development balanced with recognition and protection of the biosphere (Beaver Hills)
- County uses best practice approach to waste management

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

- Improved regional land use and resource management planning
- Regional assets leveraged for mutual benefit
- Innovation and lifelong learning opportunities occur through collaboration with educational institutions
- 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

- Connected, accessible multi-modal transportation network, including trails
- Available, accessible and affordable recreational opportunities
- Diverse, affordable neighbourhoods, amenities and housing opportunities
- Enhanced community interaction and connectedness
- Accessible community and cultural events, entertainment, shopping and dining opportunities

Goal 7: Provide opportunities for public engagement and communication

- Community is informed about County decisions
- Community – urban and rural – satisfied with opportunities to provide input
- Community is confident in how tax dollars are managed

- Public engagement efforts and information sharing mechanisms are innovative and accessible

Goal 8: Foster an environment for safe communities

- Law enforcement, emergency and social services respond to community risk
- Proactive safety education and community involvement
- Utility infrastructure provides safe, clean water, manages wastewater treatment, and provides effective storm-water management
- Citizens feel safe to express themselves in ways that represent their values, beliefs, and lifestyles
- Transportation network, including trails, allows people and goods to move safely and efficiently

CORPORATE ORGANIZATIONAL EXCELLENCE GOAL (INTERNAL FACING)

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

- Collaborates with regional, community and government partners
- Integrates information and technology
- Supports long term financial sustainability
- Supports infrastructure management
- Supports workplace culture that builds trust and promotes employee contribution
- Supports development of employee capacity through training and development
- Supports insight-driven/evidence-based decision making
- Supports continuous improvement
- Ensures compliance with regulations, laws, procedures and policies
- Supports integrated planning
- Leverages tools (i.e. technology, equipment) to assist in service delivery
- Engages stakeholders in decision making
- Communicates to stakeholders about County programs and services
- Collaborates with departments