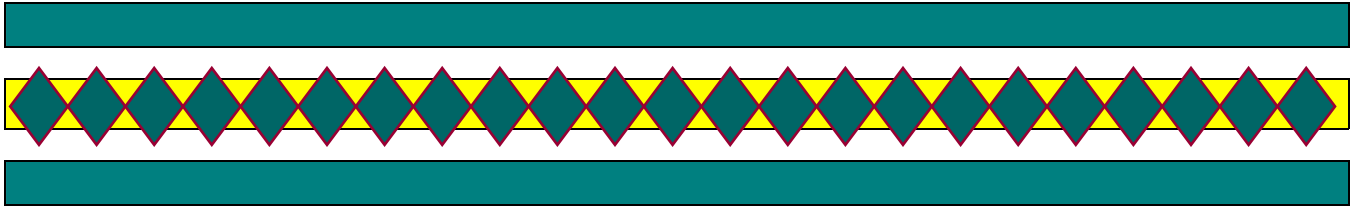


METIS SETTLEMENTS CHILD & FAMILY SERVICES  
AUTHORITY, REGION 10

BUSINESS PLAN 2009 – 2012



Branches to the Future . . .



. . . From Strong Roots of the Past

**METIS SETTLEMENTS CHILD AND FAMILY SERVICES AUTHORITY**

# METIS SETTLEMENTS CHILD AND FAMILY SERVICES AUTHORITY

BUSINESS PLAN 2009-12

## ACCOUNTABILITY STATEMENT

This business plan for the three years commencing April 1, 2009 was prepared in accordance with the *Government Accountability Act, Child and Family Services Authorities Act*, and directions provided by the Minister of Children and Youth Services. All material economic or fiscal implications known at March 12, 2009 have been considered in preparing the business plan.

The Child and Family Services Authority's priorities outlined in the business plan were developed in the context of the business and fiscal plans of the Ministry of Children and Youth Services. We are committed to achieving the planned results laid out in this Business Plan.

Signed by the Child and Family Services Authority Co-Chairs on behalf of the Métis Settlements Child and Family Services Authority.

Original Copy Signed

Sharon Anderson  
March 23, 2009

Original Copy Signed

Floyd Thompson  
March 23, 2009

## Ministry Vision

*Strong children, youth, families and communities.*

## Métis Settlements CFSA Vision

*Kakiyaw niwitaskimakanananhk kwayask kakwiw nisokamatowak, sakitowak, asci kicimitowak macika kwayask kakiyaw nikapimastisinin.*

*(Everyone in our communities love, respect and support each other's growth in wellness).*

## Ministry Mission

*Working together to enhance the ability of families and communities to develop nurturing and safe environments for children, youth and families.*

## Métis Settlements CFSA Mission

*In partnership we will work to build on the strengths of the Métis Settlements' communities to support the development of safe, healthy and nurturing environments for children and families.*

## MESSAGE FROM THE CO-CHAIRS

The Métis Settlements Child and Family Services Authority (CFSA), Region 10 has a clear vision for our children, youth, families and communities. The goals and strategies in this business plan will help us achieve that vision.

As is our practice, we will engage our partners in activities necessary to meet our objectives. Our partners include the eight Métis Settlement Councils and their administrations, the Métis Settlements General Council, other settlement entities, other Child and Family Services Authorities, the Royal Canadian Mounted Police, school jurisdictions, the Alberta Alcohol and Drug Abuse Commission, the Alberta Health Services Board, and Student Health Initiative Partnership, as well as others. Together, with the Department, we will continue to monitor and evaluate our progress, adhere to standards, and measure outcomes.

We are excited that an agreement was signed with the North Central Alberta CFSA during the previous year that will see staff from our CFSA take on case management responsibility for Métis children and families living off-settlement in the Cold Lake, Bonnyville, and St. Paul areas that have a family that live on a Métis Settlement. A staff member dedicated to this initiative was recruited in the last fiscal year, and we are looking forward to the benefits that this initiative will bring to Métis children that have come to the attention of the North Central Alberta CFSA (Region 7). A similar arrangement was initiated with the Edmonton and Area CFSA (Region 6) a number of years ago that has contributed to better meeting the needs of Métis children and youth.

Child care will continue to take up a significant amount of time and effort in the upcoming year as work continues to introduce and develop child care on our Settlements. Our efforts will go beyond just setting up child care. We need to ensure that it is sustainable, safe, and includes a cultural component in its programming. Although the individual Settlements will proceed with the development of this service at their own pace, we expect to begin seeing some programs begin operation in 2009-10.

The CFSA will also begin to play a more significant role in the coordination of family violence and bullying initiatives delivered on each Settlement. Funding that had previously been coordinated via a grant agreement through the Department of Children and Youth Services will be added to the CFSA budget, and responsibility for working with the Métis Settlements General Council and individual Settlements to develop and coordinate family violence services will be under the purview of our CFSA staff and management. We believe that this is a significant step toward developing services that are aligned with the needs of each Settlement and will allow better sharing of resources, with coordinated and focused outcomes that address the cross-Ministry Business Plan in the Prevention of Family Violence and Bullying.

Although we have legislated and non legislated responsibilities to meet, we do assess the risks associated with implementing strategies in this business plan. Evaluation and plans to minimize and mitigate identified risks are being developed and monitored.

In closing, through the continued commitment and dedication of our Board and staff, Settlements and partners, we will continue to work to enhance the lives of our children, youth and families thereby ensuring that their Alberta is the best place to live, work, and raise families.

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**Sharon Anderson, Co-Chair**

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**Floyd Thompson, Co-Chair**

## **SIGNIFICANT OPPORTUNITIES AND CHALLENGES**

### **Demographics**

Based on a census conducted by the University of Alberta Population Laboratory in 2006, the population of all eight Métis settlements increased from 6,577 in 1998 to 8,983 in 2006, an increase of 36.5 per cent. The census further revealed that 30 per cent (2,700) of the Settlement population is 15 years of age or younger. In support of these earlier findings, Statistics Canada revealed in January 2008 that the 2006 census found the fastest population growth occurred among the Métis population, and that the Alberta Métis population was over 85,500. Pursuant to Statistics Canada, 46.6 per cent of this population is between the ages of zero and 24.

The implication of this population expansion is a potential increase in demand for social services.

### **Opportunities**

A significant opportunity afforded our region is the historical and cultural extended family and community social network. This allows us to quickly identify supports that are familiar to the child and family, and determine appropriate permanency placement options.

The opportunity to work with and support Settlement communities on the development of child care services that serve their needs, and are sustainable, is an opportunity to build something new that should benefit a significant portion of these communities and help them develop and grow. This is truly in line with the desire of each Settlement to make their communities a better place to live. While the bulk of the work and decision making resides with each Settlement and their Councils/Administration, our staff is working with them to help them achieve this goal.

The development of a Youth Network and the participation of youth from the Settlements in providing input and direction to the CFSA is also a significant opportunity to help these young people grow and develop leadership skills that may also benefit their communities.

### **Challenges**

Numerous challenges exist in delivering quality programs and services to the children and families residing on Settlements. Not surprisingly, economics and the lack of infrastructure are issues that arise frequently. Transportation for children, youth and families to access services and programs can be a problem. As well, technology available in other centres have not yet reached Settlements or they receive inconsistent/incomplete service due to their geographic location.

There are also challenges in building child care. Within our service area it is being developed from the ground up, and needs to be tailored to the specific unique needs of each Settlement, especially as it is everyone's desire that the end product is sustainable. The licencing of child care facilities means that structures must meet health, fire and safety codes. Not all structures do, and sometimes those that do are not in appropriate locations. Finally, unlike more urban centers, the economics, service and governance structure to deliver child care on a Settlement are different and definitely require a "made in the local Settlement" solution through working in partnership with the community.

## STRATEGIC PRIORITIES 2009-12

Through the CFSA's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the CFSA.

1.	<p><b>Increase Access to Quality, Affordable Child Care.</b></p> <p><b>Linkage:</b> <b>Goals 1 &amp; 5</b></p>	<p>Métis Settlements CFSA will continue to work with all eight Settlement Councils and the Métis Settlements General Council on the creation of child care spaces and services on each of the Settlements. The Métis Settlements CFSA is also assisting the Edmonton and Area CFSA in providing service to Métis living in the City of Edmonton. The CFSA will work with families to assess their eligibility for child care subsidies, and provide subsidies to those who qualify. We will also work with the Settlements to support them in the development of culturally oriented programming, and in developing sustainable/licenced child care programs.</p>
2.	<p><b>Build Social Service Delivery Capacity through a Skilled Workforce.</b></p> <p><b>Linkage:</b> <b>Goals 1, 2, 3, 4 &amp; 5</b></p>	<p>The CFSA recognizes that a strong and robust workforce is essential in meeting the needs of children, youth and families. We will support the Ministry with its efforts in recruitment, retaining, training, development, and succession planning. We will strive to recruit and develop staff with an aboriginal background to work for us when possible.</p>
3.	<p><b>Improve Services for Aboriginal Children, Youth and Families.</b></p> <p><b>Linkage:</b> <b>Goals 1, 2, 3 &amp; 4</b></p>	<p>The CFSA will continue efforts to enhance permanency options for children in our care and ensure that Métis children remain connected to their families, communities, and culture. The CFSA will also work with the Department, Delegated First Nations Agencies, and Métis stakeholders on the "Moving Forward" action plan from the Permanency Planning for Aboriginal Children Review.</p> <p>Early permanency for children in care through adoption and private guardianship will continue to be a priority for our staff.</p>
4.	<p><b>Enhance Outcomes for Children in need and in care.</b></p> <p><b>Linkage:</b> <b>Goals 2, 3, &amp; 4</b></p>	<p>The CFSA will continue using the Casework Practice Model and start work with stakeholders to shift toward outcome based contracting, thus transforming how we do business to improve outcomes for children, youth and families. This will ensure that children in care and families in need of support receive appropriate and timely services before reaching a crisis point. The CFSA will also seek out and utilize culturally appropriate services and service providers for the children receiving services. In addition, we will work to improve linkages with agencies in the Edmonton area to involve the Métis Settlements CFSA when Métis children are involved.</p>
5.	<p><b>Focus Prevention and Early Intervention Services on Vulnerable and At-risk Populations.</b></p> <p><b>Linkage:</b> <b>Goals 1, 2, 3, &amp; 5</b></p>	<p>The CFSA will work with the Métis Settlements General Council and the individual Métis Settlements to develop a refocused coordinated approach to services aimed at the prevention of family violence and bullying. The Métis Settlements CFSA will also work with stakeholders on initiatives aimed at addressing Fetal Alcohol Spectrum Disorder.</p>

# CORE BUSINESSES, GOALS, STRATEGIES AND PERFORMANCE MEASURES

## Core Business One: Prevention - Promoting the development and well-being of children, youth and families

### GOAL ONE

1

Children and youth will have a healthy start in life and the supports they need to reach their potential.

**What it means** The CFSA recognizes the importance that the first six years of a child’s life play in terms of setting the foundations for children to learn, grow and reach their potential. While parents have the primary responsibility for raising their children, government, communities, organizations, schools and businesses all have supporting roles to play in meeting the needs of children and youth.

**Expected outcomes:** Children, youth and families have access to quality information, supports and services to strengthen the family unit and increase their well-being.

### Strategies

- 1.1 Build partnerships with and assist communities to develop child care options that support their identified needs.
- 1.2 Assist Settlements to access Ministry and other programs that provide some infrastructure support, particularly to support delivery of child care services. Work with the Métis Settlements General Council in developing solutions to other infrastructure issues that impact the delivery of our services.
- 1.3 Participate as a partner with the Métis Settlements General Council to help them set up a Fetal Alcohol Spectrum Disorder (FASD) network involving the eight Settlements.
- 1.4 Promote our programs and services to families and Settlement based organizations.
- 1.5 Develop a career services partnership to help youth in our care transition to adulthood in a planned and supported fashion.
- 1.6 Promote the development of aboriginal content in child care programs developed and delivered to Settlement families.

Performance Measure		Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1a	Percentage of families accessing the Family Support for Children with Disabilities Program who indicate the services provided had a positive impact on their child.	50%	n/a*	75%	n/a*

Source:

1a. Family Support for Children with Disabilities Survey.

\* The survey is administered every second year and no target is set in the intervening years.

**Core Business Two: Preservation and Protection - Keeping children, youth and families safe and protected.**

**GOAL TWO**

**2**

**Families will be safe, healthy and able to promote children’s development.**

**What it means** The CFSA works with all its partners to promote community-based strategies and resources that help families be safe, healthy, resilient and self-reliant by overcoming at-risk circumstances and ensuring children reside in permanent, nurturing homes.

**Expected outcomes:** Children, youth and families overcome at-risk circumstances. Children, youth and families are safe, healthy, resilient and self-reliant.

**Strategies**

- 2.1 Encourage parents, guardians, and families to access child care services that are offered in their communities
- 2.2 Search for and promote the need for aboriginal caregivers, and provide them training, financial and other supports.
- 2.3 Identify and work with families that have children with Fetal Alcohol Spectrum Disorder.
- 2.4 Support Settlement community agencies with their delivery of early intervention programs and services.
- 2.5 Assist with improvements to programs, services, and supports that address family violence and bullying on Settlements through outcome based strategies and collaborative strategies that can be shared.

Performance Measures		Last Actual (2007-08)	Target 2009-10	Target 2010-11	Target 2011-12
2a	Percentage of families accessing Ministry programs that indicate positive impacts for their children. Program surveyed is: <ul style="list-style-type: none"> <li>• Foster Care</li> </ul>	67%	n/a*	87%	n/a*

**Sources:**

2a. Foster Care Review Survey.

\*The survey is administered every second year and not target is set in the intervening years.

**GOAL THREE**

**3**

**Children in need will be protected and supported by permanent, nurturing relationships.**

**What it means**

Every child deserves a home where they are safe and nurtured. The CFSA intervenes to support families in providing children with environments that are safe and nurturing and free from abuse and neglect. When circumstances require children to be taken into care, the goal is to reunite the children with their families or to place the children in other nurturing, permanent homes as soon as possible.

**Expected outcomes:** Children and youth in need are protected from further abuse and neglect. Children and youth in care are placed in secure and stable environments that allow for the development of life long relationships and connection to family, culture and community.

**Strategies**

- 3.1 Promote and offer mediation and family group conferencing as mechanisms to provide quicker and culturally relevant permanency for children.
- 3.2 Better orient, prepare and support caregivers.
- 3.3 Take on case management responsibility for children with an affiliation to a Métis Settlement that come into the care of the North Central Alberta CFSA northeast Alberta service area.
- 3.4 Work in collaboration with Alberta Education and school boards to encourage child and youth success in school.

Performance Measure		Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3a	Percentage of children who suffer injury that results in hospitalization or death while receiving protective services.	0%	0%	0%	0%
3b	Number of children, in the permanent care of the Director, for whom Adoption or Private Guardianship Orders are granted.	11	9	10	10
3c	Percentage of children and youth who received child intervention (family enhancement or protective services) and did not require protective services within 12 months of file closure.	66%	85%	85%	85%

**Sources:**

3a, 3b, and 3c Child and Youth Information Module (CYIM)

**Core Business Three: Partnerships - Promoting healthy communities for children, youth and families.**

**GOAL FOUR**

**4**

**The well-being and self-reliance of aboriginal children, families and communities will be promoted and supported.**

**What it means** First Nations, Métis and other Aboriginal people have the desire, ability and commitment to improve outcomes for and the success of Alberta’s children, families and communities. The CFSA works with First Nations, Métis and other Aboriginal people to build on the strengths of aboriginal communities in developing the governance, accountability and service delivery capacity to promote the care of their children, youth and families.

**Expected outcomes:** Aboriginal communities have the capacity to meet the needs of children, youth and families. There is a reduced number of Aboriginal children represented in the child intervention caseload. Aboriginal children, youth and families receive culturally appropriate services.

**Strategies**

- 4.1 Look for culturally appropriate services or service providers who understand Aboriginal/Métis culture.
- 4.2 Ensure cultural plans are in place for all Aboriginal children in care.
- 4.3 Work with community service providers and Councils to increase accountability for services referred to them.
- 4.4 Work in partnership with other Métis organizations to access programs and supports for Métis Settlement families temporarily residing off-Settlement.

Performance Measure		Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4a	Percentage of Aboriginal children in foster care/kinship care who are placed with Aboriginal families.	65%	78%	78%	78%

**Sources:**

4a Child and Youth Information Module (CYIM)

**Communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families.**

**What it means** Children must have safe places to learn, grow and thrive outside the home, and a strong connection to family and community. The CFSA works in partnership with Albertans to build on the unique capacity of communities to deliver the right services for children, youth and families, in the right place and at the right time.

**Expected outcomes:** Communities are responsive to issues/needs faced by children, youth and families. Children, youth and families participate in decisions that affect them.

### Strategies

- 5.1 Increase input from our youth network on community issues and challenges.
- 5.2 Work with the Métis Settlements General Council administration and Settlements on redeveloping a coordinated approach to family violence and bullying.
- 5.3 Work with communities on developing sustainable delivery of child care services.
- 5.4 Participate in interagency meetings such as the Family Violence Prevention Board in Northwest Alberta, the Tri-Settlement Group, and the High Prairie and Area Aboriginal Interagency group.

Performance Measure		Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
5a	Number of youth from the Settlements represented on the Youth Advisory Network	17	8	8	8
<p><b>Source:</b> Métis Settlements CFSA</p> <p><b>Performance Measure Under Development:</b> A new regional measure is being developed for this goal that will measure community initiatives in the Region.</p>					

**CHILDREN'S SERVICES**  
**MÉTIS SETTLEMENTS CHILD AND FAMILY SERVICES AUTHORITY**  
**STATEMENT OF OPERATIONS**  
(thousands of dollars)

	Comparable			2009-10 Estimates	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
<b>REVENUE</b>						
Transfer from Department	5,838	6,024	6,315	8,910	9,127	9,344
<b>Other</b>						
Miscellaneous - Inter Authority	2,529	2,800	2,800	-	-	-
Other Revenue - Donations/External	25	-	-	-	-	-
<b>Total Revenue</b>	<b>8,392</b>	<b>8,824</b>	<b>9,115</b>	<b>8,910</b>	<b>9,127</b>	<b>9,344</b>
<b>EXPENSE</b>						
<b>Promoting the development and well being of children, youth and families</b>						
Family Support for Children with Disabilities	297	365	365	260	305	310
Child Care	17	45	220	63	63	63
Prevention of Family Violence and Bullying	8	40	140	68	68	68
Parenting Resources Initiative	50	59	59	59	59	109
Fetal Alcohol Spectrum Disorder Initiatives	25	29	29	29	29	29
<b>Keeping children, youth and families safe and protected</b>						
Child Intervention Services	3,440	3,068	3,068	4,990	5,088	5,188
Foster Care Support	685	985	985	1,848	1,663	1,678
Protection of Sexually Exploited Children	32	54	54	54	54	54
Child and Youth Support	330	349	349	372	422	412
<b>Promoting healthy communities for children, youth and families</b>						
Community Initiatives	254	249	265	214	213	253
<b>Support Services</b>						
Program Support	551	631	631	788	798	813
Board Governance	147	150	150	165	165	167
Inter-Authority Services	2,529	2,800	2,800	-	-	-
Valuation adjustments	74	-	-	-	-	-
<b>Total Expense</b>	<b>8,439</b>	<b>8,824</b>	<b>9,115</b>	<b>8,910</b>	<b>9,127</b>	<b>9,344</b>
<b>Gain/(Loss) on Disposal</b>	-	-	-	-	-	-
<b>Net Operating Result</b>	<b>(47)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Decrease (Increase) in Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Surplus (Deficit)</b>	<b>(47)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>