



2022 - 2025 DEPARTMENT BUSINESS PLAN

Family and Community Services

Date of last revision
APRIL 2022

MESSAGE FROM THE DIRECTOR



We are living in a context of volatility and challenge and the timing has never been better to support one another and focus on what matters most. Times such as these help us to take stock of our highest priorities and to invest our financial, human and emotional resources into strategies and services that have the highest positive impact for our community.

Working together with the community and our partners to take action on community safety and wellbeing is a top priority. This approach involves working closely with community partners to reduce individual and community risk factors while increasing health and resilience. Empirical evidence has illustrated for us the community conditions that see the highest levels of safety and wellbeing and we are engaging residents and partners across the county to understand our context and take action that improves results for our residents. The Social Framework Leadership Table is key to this work. As a collective, we are looking closely at issues of diversity, equity, reconciliation, affordability, crisis response and wellbeing for our seniors, youth, families and all residents. Innovation, bold leadership and healthy relationships will be part of this path forward. While we do not know what the future holds, we know that the way through, is together.

Understanding the impacts of trauma on human systems and on individuals is another priority in how we lead together this year. We are enshrining this commitment with leaders across multiple sectors as we embrace a new way of working together through the Violence, Trauma and Suicide Prevention Protocol. The first of its kind in North America, this protocol articulates our shared understanding of and commitment to how we, as a community, will come together to reduce harm and promote safety and well-being by preventing and responding to violence, trauma and suicide in an evidence-based way.

Finally, where would we be without our amazing team? Our final priority is to support our staff so that they may continue to be their best and continue to deliver exemplary services to our residents. We are committed to getting them the support they need and they deserve.

We are humbly reminded that we must have the serenity to accept the things we cannot change and gather the courage to change the things we can. At FCS and in this community, we are mighty courageous.

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.



Goal 1

Build strong communities to support the diverse needs of residents



Goal 5

Foster collaboration through regional, community and governmental partnerships



Goal 2

Manage, invest and plan for sustainable municipal infrastructure



Goal 6

Provide facilities and services that are available and accessible to residents



Goal 3

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



Goal 7

Provide opportunities for public engagement and communication



Goal 4

Ensure effective stewardship of water, land, air and energy resources



Goal 8

Foster an environment for safe communities



Goal 9

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

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 safe, supported, 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 social



policy and innovation, planning and evaluation, community investment, family resource navigation, and social supports through problem-solving, solution finding, parenting support, counselling, and mental health capacity building.

Family and Community Services is committed to supporting rural and urban residents. In order to make resources accessible, the department provides services to residents over the phone, online and in person.

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

FCS empowers communities by providing stewardship of the Social Framework in Strathcona County to create a safe, supported, and connected community for all. This approach involves working at the intersection of policy and implementation, between thinking and doing. The department works alongside individuals and organizations in a model of community collaboration to generate a shared understanding and approach to serving residents together. FCS amplifies community capacity and agency through three streams of work.

Social policy and innovation involves working with system partners to identify patterns and opportunities and to implement innovative solutions to social issues.

Community investment is provided through administration of the Social Framework Community Grants Policy that leverages the work and passion of grass roots groups and social sector agencies to support the wider community.

Planning and evaluation involves working with other County departments and external partners to improve outcomes and ensure accountability through shared learning and reporting.

2022 – 2025 FORECAST

Partners and communities in Strathcona County have been implementing the Social Framework for five years through changes and challenges. This experience puts our community in a strong position to navigate the coming years as the many challenges emerging from or worsened by the pandemic combine with global political volatility to lead to an ongoing local increase in needs and expectations for social supports.

Priorities for empowering communities include continuing to work with key partners to develop and implement a community safety and well-being strategy to increase resiliency and reduce risk factors in the community. This approach recognizes the significant positive impact that a preventative community safety and well-being model can have on individual and community recovery from the COVID-19 pandemic. Much of this work will involve continuing to grow and formalize organizational relationships, through initiatives like the Violence, Trauma and Suicide Prevention Protocol.

Work will also focus on supporting specific, related issues and opportunities such as crisis response, diversity and inclusion, and empowering seniors and youth. Similarly, community investment will continue to be adapted to growing and emerging needs as the community charts a course beyond the pandemic. Finally, stewardship of the Social Framework, in the form of the Social Framework Leadership Table will support the ability of the community to adapt and respond to both predicted and emergent issues.

EMPOWERING INDIVIDUALS AND FAMILIES

The core business functions of Empowering Individuals and Families is founded on an evidence-based and practice-informed social support model. This model encompasses key components that help to shape and guide our practice in the promotion and support of healthy human growth, development and well-being across the lifespan. The Human Services and Innovation and the Family Resource Network branches are the operational arms of FCS that work together to provide integrated service delivery to residents. Collectively, these two branches provide services along a continuum of prevention and early intervention resources and services.

These resources cover a broad spectrum of services that range from universal access for all participants, to more intensive programs that are customized to the needs of a participant. Supports and resources within this continuum include:

Community Based Supports encompasses the direct assistance to residents such as the social support call line, solution navigation, home help program, parent outreach and home visitation.


Mental Health Supports includes counseling, mental health capacity building program, and psycho-social support groups.

Skill Development Programs support participants in gaining awareness, knowledge and skills in several areas from social skills to parenting.

Community Connections Programs help participants build natural support systems that reduce social isolation and strengthen connections to community, enhancing sense of well-being and safety.

Social Sector Collaboration fosters close working relationships among frontline service providers to support a clear understanding of services and resources, opportunities for collaboration and the identification of needs, gaps and trends resulting in coordinated, accessible service delivery for residents.

Emergency Social Services is led by FCS in coordination with Emergency Management and provides residents with essential basic needs and social supports during times of disaster requiring evacuation. The newly approved communications



position within FCS is assisting residents to normalize COVID-19 pandemic experiences and to access social supports.

2022 – 2025 FORECAST

Future priorities include responding to the increasing psychosocial support demands as a result of the COVID-19 pandemic and global political volatility affecting both rural and urban residents. Leveraging the expertise of community partners, reviewing department service level demands and resource allocations, as well as strategic plan goals will guide the response to these challenges. Provision of these supports and services will inform and be informed by the emerging community safety and wellbeing strategies.

DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS

DEPARTMENT SUPPORT ROLES (ANNUAL CAPITAL INITIATIVES)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 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.

- Annual Facility Capital Lifecycle Program
Lead: Facility Services
- Annual Information Technology Corporate Infrastructure Replacement Program – Municipal
Lead: Information Technology Services

DEPARTMENT SUPPORT ROLES (ANNUAL CAPITAL IMPROVEMENTS)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 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.

- Business Expense Policy Review and Update
Lead: Financial and Strategic Services
- Strathcona County Business Transformation (SCBT) Project
Lead: Financial and Strategic Services
- Service Definition Initiative
Lead: Financial and Strategic Services
- Enterprise Risk Management Program
Lead: Financial and Strategic Service
- Occupational Health and Safety/ Disability Management Technology Project
Lead: Human Resources
- Succession Planning Strategy
Lead: Human Resources
- New Occupational Health and Safety Legislation Implementation
Lead: Human Resources
- Digital Workplace Program
Lead: Information Technology Services
- Electronic Procurement System Update
Lead: Financial and Strategic Service

DEPARTMENT STRATEGIC INITIATIVES

COMMUNITY CEMETERY ASSESSMENT (PHASE 3 AND 4) (INIT 166)

Conduct a financial feasibility and comprehensive site analysis of a municipal cemetery.

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

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

- Innovative “smart” infrastructure
- Accessible cultural, recreational and social infrastructure

Department role:

Lead / Co-lead: Family and Community Services

Support: Recreation, Parks and Culture

Timeframe:

Start time: T1 2022

End time: T1 2023

DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 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.

- Indoor Fieldhouse - Design
Lead: Recreation, Parks and Culture