



REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

## **Council Meeting**

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray

Tuesday, September 23, 2008  
6:00 p.m.

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### **Agenda**

#### **Call to Order**

#### **Opening Prayer**

#### **Adoption of Agenda**

#### **Minutes of Previous Meetings**

1. Regular Meeting – September 9, 2008

#### **Delegations**

2. Tracey Carnochan, Chair Wood Buffalo Communities in Bloom Committee re: 2008 National Communities in Bloom results

*Those individuals in attendance at the meeting will be provided with an opportunity to address Council regarding an item on the agenda, with the exception of those items for which a Public Hearing is required or has been held. Consistent with all delegations, each presentation will be allowed a maximum of five minutes.*

#### **Reports**

3. Community Plan on Homelessness and Affordable Housing Funding Allocation
4. Stepping Stones Request for Funding
5. Strategic Planning
6. Capital Budget Amendment – Water Main Replacement 2008 and Sewer Main Replacement 2008

#### **New and Unfinished Business**

### **Updates**

- Mayor's Update
- Reporting of Councillors on Boards and Committees

### **Adjournment**



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## Request To Make A Presentation At A Council Meeting Or Public Hearing

Requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately preceding the scheduled meeting/hearing. *Presentations are a maximum of 5 minutes in duration.* Additional information may be submitted to support your presentation.

CONTACT INFORMATION	
Name of Presenter:	Tracey Carngcharst Chair Wood Buffalo Communities in Bloom Committee
Mailing Address:	
Telephone Number:	(Day) If we cannot confirm your attendance, your request may be removed from the Agenda.
E-Mail Address (if applicable):	
PRESENTATION INFORMATION	
Preferred Date of Presentation:	Tuesday, September 23, 2008
Topic:	2008 National Communities in Bloom results
Please List Specific Points/Concerns:	1. 2008 National Communities in Bloom results - and update of 2008 program
If speaking at a Public Hearing, clearly state your support or opposition to the bylaw along with any related information:	2. _____
	3. _____
	_____
Action Being Requested of Council:	

*As per Procedure Bylaw No. 06/020, a request to make a presentation may be referred or denied.*

Please return completed form, along with any additional information, to:

**Chief Legislative Officer**  
Regional Municipality of Wood Buffalo  
9909 Franklin Avenue  
Fort McMurray, AB T9H 2K4  
Telephone: (780) 743-7001  
Fax: (780) 743-7028

**Please Note:** All presentations are heard at a public meeting; therefore, any information provided is subject to FOIP guidelines and may be released upon request.

<b>Subject: Community Plan on Homelessness and Affordable Housing Funding Allocation</b>
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<b>APPROVALS:</b>
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Carol Theberge, General Manager Rodney Burkard, Chief Administrative Officer
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**Administrative Recommendation(s):**

1. THAT funding for the Community Plan on Homelessness and Affordable Housing be allocated as follows:

▪ Fellowship Baptist Church - Centre of Hope .....	9,000.00
▪ St. Aidan's Society .....	25,000.00
▪ Supportive Transitional Housing Team .....	25,266.00
▪ Salvation Army (Awareness Campaign) .....	83,465.00
▪ Salvation Army (MAT and Shelter Enhancement) .....	100,000.00
▪ Wood Buffalo HIV & AIDS Society .....	100,000.00
▪ Wood Buffalo Housing & Development Corporation.....	109,186.00
(Rural Transitional Housing)	
▪ Wood Buffalo Housing & Development Corporation (ID Assistance) .....	74,351.00
<b>TOTAL:</b>	<b>\$526,268.00</b>

**Summary:**

In order to disperse funding related to The Community Plan on Homelessness and Affordable Housing (the Plan), the Community Services Advisory Committee is submitting recommendations to Council for their approval.

**Background:**

Since 2001, the Regional Municipality of Wood Buffalo has acted as the community based organization responsible for the dispersal of funds contributed by the Federal and Provincial Governments to community organizations. The funds are dispersed based on the Plan. The funding was received from Alberta Municipal Affairs and Housing and the Federal Ministry of Human Resources and Social Development.

The Municipality, as a member of the Homelessness Initiative Steering Committee, has helped community organizations build capacity to better serve the homeless and near homeless population within the Region.

The process for notifying community organizations about the opportunity to receive funding included several meetings with organizations who provide services to the homeless or at risk

population in Fort McMurray. As well, the call for proposals was advertised in the Fort McMurray Today newspaper on three separate occasions: July 18, 2008, July 25, 2008 and August 1, 2008.

**Alternatives:**

1. Allocate funding based on compliant requests.
2. Do not allocate funding.

**Budget/Financial Implications:**

Administration received ten proposals (one was since withdrawn) requesting a total of \$954,118.60. The amount of funding available for allocation for the 2008/2009 year is \$702,186.00.

**Rationale for Recommendation(s):**

Applications were screened for compliance with the plan's priorities and reviewed by a subcommittee of the Homelessness Initiative Steering Committee on August 11, 2008. All applications and recommended allocations were reviewed and approved by the Community Services Advisory Committee on September 3, 2008.

**Attachments:**

1. Summary of Funding Recommendations
2. Summary of Proposals

**COMMUNITY PLAN ON HOMELESSNESS & AFFORDABLE HOUSING  
2008/2009**

**SUMMARY OF FUNDING RECOMMENDATIONS**

Federal Homelessness Partnership Strategy Funding Available \$109,186 Provincial Homelessness Initiative Funding Available \$300,000.00				
Grant No	Organization	Priority	Amount Requested	Recommended Allocation
CPH-200809-03	Fellowship Baptist Church - Centre of Hope	1	\$228,848	\$9,000
CPH-200809-04	* St. Aidan's Society		\$25,000	\$25,000
CPH-200809-05	Supportive Transitional Housing Team	1	\$25,266	\$25,266
CPH-200809-06	The Salvation Army		\$86,170.60	\$83,465
	* The Salvation Army		\$38,739	\$0
CPH-200809-07	The Salvation Army	1	\$100,000	\$100,000
CPH-200809-08	Wood Buffalo Housing and Development Corp	2	\$250,000	\$109,186
<b>WITHDRAWN</b>	Wood Buffalo Housing and Development Corp	1	\$178,124.78	\$0
CPH-Outreach 200809-03	Wood Buffalo Housing and Development Corp	1	\$100,095	\$74,351
CPH-Outreach 200809-04	Wood Buffalo HIV/AIDS Society	4	\$100,000	\$100,000

\* Competition for the same project.

**COMMUNITY PLAN ON HOMELESSNESS & AFFORDABLE HOUSING  
SUMMARY OF PROPOSALS**

Federal Homelessness Partnership Strategy 2008/09 (HPS)

Provincial Homelessness Initiative 2008/09 (PHI)

Provincial Outreach Initiative Pilot Project 2008/09 (OIPP)

AVAILABLE FUNDING: \$702,186

Grant	Name of Organization	Purpose	Comments
CPH-200809-03	Center of Hope	Requests include restructure of intake team, contract building coordinator, audit fees, computers/desks, 200 backpacks Recommend only: washers/dryers and 4 new exterior doors	Agency has \$118,000 in leftover funds. Recommend they use this to fund some of the proposed costs.
CPH-200809-04 (PHI)	St. Aidan's Society	Housing needs count in Fort McMurray on Oct 28 <sup>th</sup> – reports to be delivered on Nov 24 <sup>th</sup>	Previously done in-house.
CPH-200809-05 (PHI)	Supportive Transitional Housing Team	Portion of coordinators salary/benefits/admin costs - Team provides housing & services to all those at risk of homelessness.	One time funding only
CPH-200809-06 (PHI)	The Salvation Army	Awareness campaign includes public information, advertising, connecting other agencies/ schools.	Increase awareness of available services and engage community in homelessness issues/ solutions.
	The Salvation Army	Housing needs count. Actual date to be determined	Recommend awarding St. Aidan's proposal.
CPH-200809-07 (PHI)	The Salvation Army	* Replace the carpet in the shelter area * Install new flooring in the MAT area * Paint the shelter area	Necessary Maintenance
CPH-200809-08 (HPS)	Wood Buffalo Housing & Dev Corp	Contribute to building 3 rural units – 1 unit in Conklin and 2 units in Janvier	Rural transitional housing address priority one in the plan.
	Wood Buffalo Housing & Dev Corp	<b>WITHDRAWN AT THEIR WRITTEN REQUEST.</b>	
<b>PROVINCIAL OUTREACH INITIATIVE PILOT PROJECT</b>			
CPH-Outreach 200809-03	Wood Buffalo Housing & Dev Corp	Assist homeless and working poor in application process for necessary government benefits (Health, employment, Birth certificates, ID).	With this assistance they will secure income, employment, health care and more stable housing.
CPH-Outreach 200809-04	Wood Buffalo HIV/AIDS Society	Outreach Worker and Social Worker to increase support/awareness for guardians and homeless youth (18+) and those at risk of homelessness.	New project under the OIPP Funding. Monitoring/evaluation will be done internally.

**Subject: Stepping Stones Youth Home Advisory Committee Requests For Funding****APPROVALS:**

Carol Theberge, General Manager  
Rodney Burkard, Chief Administrative Officer

**Administrative Recommendation(s):**

1. THAT \$100,000 be allocated to Woods Home Society from the Community Initiatives Reserve as seed start-up funding for “Stepping Stones Youth Home” pilot project.
2. THAT Stepping Stones Youth Home Advisory Committee funding request for \$600,000 for three year operational funding for the “Stepping Stones Youth Home” pilot project be denied.
3. THAT Administration be directed to continue providing guidance and advice to the Stepping Stones Youth Home Advisory Committee in securing additional operational funding, capital funding and a local managing agency for the “Stepping Stones Youth Home” pilot project.

**Summary:**

Municipalities, as the level of government with the least fiscal and legislative jurisdiction, have demonstrated a strong commitment to homelessness by supporting agencies to help individuals achieve the right type of housing. At the Alberta Urban Municipalities Association (AUMA) 2006 Convention a resolution was adopted that urged the Government of Canada and the Government of Alberta to renew and strengthen their support for a long term plan with sustainable and predictable funding for minimizing homelessness and supporting affordable housing initiatives.

In August 2008 the Alberta Secretariat for Action on Homelessness engaged our Municipality in a stakeholder consultation to develop a provincial ten year plan to end homelessness. The Municipality is committed to continuing its role in the coordination of the region’s plan for addressing the needs and potential solutions for the homeless and to facilitate collaboration between stakeholders. Stepping Stones Youth Home Advisory Committee, consisting of concerned citizens and local youth representatives, has created a proposal for a service to address youth homelessness. The Committee requires support from the community and all levels of government to ensure the viability of this resource. The Regional Municipality of Wood Buffalo working with Wood Buffalo Housing and Development Corporation has provided access to a house and \$134,645 in funds to renovate the house. The funds have been committed from the budget of the Community Plan on Homelessness. Both the RMWB and Wood Buffalo Housing and Development Corporation have demonstrated a willingness to assist with the pilot project.



**Background:**

Although the responsibility for the provision of housing for the homeless rests with the senior levels of Government, the Municipality is deeply committed to assist with solutions to this issue. In the Municipality's role as the "Community Based Organization", this commitment is demonstrated through the following actions:

- Coordination of the development of the Regional Municipality of Wood Buffalo plan for addressing the needs of the homeless in our region and managing funding allocation
- Coordinating needs assessments such as the Fort McMurray Youth Housing Needs Report of August 2007
- Coordinating the implementation and monitoring process for the progression of projects
- Advocating and supporting agencies in accessing other sources of funding for operational and capital projects
- Facilitating collaboration between stakeholders

**Alternatives:**

1. Provide full funding as requested
2. Provide seed start-up funding for "Stepping Stones Youth Home" pilot project.
3. Decline funding

**Budget/Financial Implications:**

The Community Initiatives Reserve was established in 2002 to support programs that are preventative or supportive in nature. An agreement will be required with Woods Home Society to ensure that all financial and program reporting requirements are satisfied to support the release of funding.

**Rationale for Recommendation(s):**

The Municipality, as the level of government with the least fiscal and legislative jurisdiction on homelessness is very supportive of this initiative; nevertheless the municipality can not commit to providing three year operating funding. However, the Municipality can provide seed start-up funding for the "Stepping Stones Youth Home" pilot project to ensure the viability of this much needed community resource. Since Stepping Stones Youth Advisory Committee is not a legal entity, the recipient of this start up funding is Woods Homes Society of Calgary Alberta. Municipality will work with Stepping Stones Youth Advisory Committee to find a managing agency for this operator as well sources of additional funding for this project.

**Attachments:**

1. Stepping Stones Youth Home Advisory Committee Proposal

# STEPPING STONES YOUTH HOME ADVISORY COMMITTEE



***Every youth deserves a safe and healthy place to live.  
Our community will work to provide healthy housing alternatives for all youth without a home.***

August 6, 2008

Dear Stakeholder;

The Stepping Stones Youth Home Advisory Committee is pleased to present this proposal for funding in support of the development of the Stepping Stones Youth Home in Fort McMurray, Alberta. The Committee with representation from FCSS, CFSA, St. Aiden's House Society, AADAC, the RCMP, Petro Canada, Scotia Bank, Mix 103 Radio, Wood Buffalo Housing, the Dugout Youth Drop in Centre, the Mayor's Advisory Council on Youth, Wood Buffalo Safe Healthy Communities, local businesses and concerned local residents has worked very, very hard this past year and a half to establish a youth home in the region of Wood Buffalo.

The Committee since its initial inception in January 2007 has kept true to its goal of developing a an emergency residence that is linked to essential outreach and support services, designed to meet the varied needs of youth experiencing homelessness in Wood Buffalo. To this end we have conducted research, generated local statistics, generated public awareness of the issue, met with stakeholders, established new partnerships and sought out funding from federal, provincial and municipal governments, local businesses, industry and residents. The Committee is completely committed to the youth of this region and is determined to secure the resources necessary to support their health and well-being.

The Committee has been structured to oversee the development of the Youth Home project, to liaise with the operator and provide guidance, to build the community's capacity to transition as operators of the program in future, to do fund development, marketing and communication of project information, to conduct an evaluation of the model and program outcomes, to conduct strategic planning and to advocate for youth. The Home's operator will provide direct service delivery to homeless youth, will conduct staff development and training, build community capacity, work with the Steering Committee and monitor and evaluate program outcomes for youth.

The proposed Stepping Stones Youth Home operational model was developed to provide not only shelter services to homeless youth but also to connect them to services to address the root causes of their homelessness. This integrated or holistic approach to youth homelessness acknowledges that youth require "more than a roof" to achieve housing stability and independence. It recognizes that homeless youth need to have access to a wide range of programs and services as well as supportive individuals to be successful in their quest for housing. The programs and essential services identified in the proposal are necessary to support youth accessing the residence and should not be phased in over a period of years, or reduced in scope as they are essential to the model's success.

Our proposed model appears at first glance to be a costly one when compared to that of other regions. However what must be understood is that many of the specialized services and programs provided to youth in other regions are not accessible to youth in Fort McMurray. Moreover, the program budget reflects cost of living allowances necessary to recruit and retain staff in our region. As you are aware Wood Buffalo is a high growth community that has experienced unprecedented growth over the last few years. Our community has struggled to provide services in the face of many shortfalls. Indeed our region has experienced funding deficits in many areas that has led our government officials to advocate for a re-investment in our infrastructure. The model we have developed will address those shortfalls in homeless and at risk youth services in an appropriate and adequate way.

In developing and promoting this operational model we were encouraged by the great support generated from within the community. We received letters of support both solicited and unsolicited from local residents, Girls Inc, the Fort McMurray Boy's and Girl's Club, YMCA Youth Connections, FCSS Counselling Services both local school boards and other organizations and individuals. All reiterated our message that current supports for homeless youth in the region are very absent and that a youth facility is greatly needed. Our committee has been approached time and again by residents, stakeholders and youth themselves who support the comprehensive model and our philosophy that housing is a human right and that every youth deserves a safe and healthy place to live. We feel confident as a community that our approach will bring about meaningful and lasting benefit in the lives of our young homeless people and we ask for your support to help us achieve these outcomes.

Yours truly,

Loryn Marcellus  
Chairperson

Vaughn Jessome  
Vice-Chairperson

Stepping Stones Youth Home Advisory Committee

# STEPPING STONES YOUTH HOME ADVISORY COMMITTEE



***Every youth deserves a safe and healthy place to live.  
Our community will work to provide healthy housing alternatives for all youth without a home.***

## **THREE YEAR PILOT PROPOSAL**

Youth experiencing homelessness were identified as a priority target group in the development of the Wood Buffalo Community Plan on Homelessness and Affordable Housing in 2004. Housing needs counts conducted in 2003, 2004 and 2006 also identified homeless children and youth as dependents of homeless adults but did not identify their ages, gender or circumstance. Further investigation was required to identify the true scope and nature of youth homelessness in the urban center of Fort McMurray.

In January, 2007 a Youth Shelter Sub-committee was struck to enumerate youth experiencing homelessness in the Fort McMurray region and to determine appropriate shelter and support services required to effectively address their needs. The Committee composed of youth housing and support service providers, local and provincial government, the RCMP as well as advocates for youth, developed a survey to assess the circumstances experienced by youth when they leave home. In particular, the survey was developed to answer questions related to the numbers and ages of Fort McMurray youth experiencing homelessness, causes of youth leaving home, where youth stay when they are homeless, their employment and school attendance status and their involvement in criminal or unsafe behaviour. Survey findings were validated with community youth stakeholders to ensure their accuracy. A review of current literature on youth homelessness, shelter and support services was included in the study to provide insight into factors that contribute to youth homelessness, the impact and cost of youth homelessness and promising approaches to alleviate youth homelessness.

The Youth Shelter Sub-committee evolved into the **Stepping Stones Youth Home Advisory Committee** which has representation from a wide variety of community organizations and individuals who believe all youth deserve a safe and healthy place to live. As a community, it is our responsibility to establish the social safety nets required to ensure that all of our citizens – including youth – feel safe and secure within our society.

In our survey of 2,200 youths conducted May 2007, 65 young people reported being homeless due to addictions and/or violence in their family homes. Further, the survey identified a core group of homeless youths who continue to attend school and/or work part-time or full-time in order to support themselves.

The survey results indicate that Fort McMurray has a vulnerable youth homeless population experiencing a variety of issues that trigger or intensify their homelessness. The findings of homeless status were most prevalent among 14-17 year olds and highlight a correlation between youth homelessness and family conflict. Findings reflect that youth from care are over-represented in the local youth homeless population and illustrate that homeless youth are placing themselves in unsafe and/or undesirable and even criminal situations when they choose or are required to leave home. Youth are in need of supports to address family conflict and family breakdown and also to address youth addictions and cope with guardian addictions. There currently are no addiction facilities in Fort McMurray for youth.

In August 2007, the committee completed an Expression of Interest. Given the capacity of our local service providers it was no surprise our only response to the Expression of Interest came from Wood's Homes located



in Calgary. We moved forward to engage Wood's Homes in coming to our community and provide the much needed services for our youth. Our community was pleased to have such a well established, creditable operator willing to work with our Stepping Stones Youth Home Initiative. The true appreciation came with their willingness to work with our community to build capacity to deliver the services while maintaining the connection to our community through the Stepping Stones Youth Home Advisory Committee. The long term vision is that the community will take over the operation of the services with the mentoring and expertise of Wood's Homes. We seized the opportunity and have been working with our community and Wood's Homes to move the Stepping Stones Youth Home Initiative forward.

Our philosophy is based on the premise that every youth deserves a safe and healthy place to live. Further, it recognizes that youth require services and supports to address barriers impeding their housing stability.

The goal of this initiative is to ensure youth housing stability by developing a residential home that is linked to outreach services that will meet the varied needs of youth experiencing homelessness in Fort McMurray. We envision the provision of outreach services that will identify and link vulnerable youth to appropriate housing and support services.

### **UNIQUE OPERATIONAL MODEL**

The operational model has three components:

- Outreach and crisis support services
- Shelter services
- Stabilization and Transitional services

This model is an adaptation of other street services programs in Calgary (operated by Wood's Homes for over 15 years) and other parts of Canada.

The model is based on an understanding of the complicated mental processes of street youth and children who have experienced trauma and mal-treatment such as witnessing domestic violence and /or sexual abuse. Street youth issues and those of "runaway children" are complex and a variety of investigations and strategies are required. This graduated and multi-component approach targets youth, supports them in their life decision-making and then offers services to move from homelessness or at- risk status towards housing independence and self reliance.

Our model is based on Crisis Intervention theory, Youth Resiliency theory and an Ecological Model of service delivery. Additional models such as the Foyer Service Delivery Model assist with addressing barriers that prevent youth from remaining in or reintegrating into the home, school, or community environment. The provision of a "network of care" connects youth to a variety of services and supports such as education, training, life skills, counselling, etc. The timing of support for these youth is dependent upon their readiness to make connection with caring adult and their community.

A Canada Mortgage and Housing environmental scan of youth homelessness across Canada in 2001 included a review of housing interventions that have benefited youth. These were found to be strategies that provided youth with a range of housing choices but also access to a full range of support programs such as counselling, educational, life skills, and household management programs to pre-employment training programs. Housing options ranged from emergency shelters to transitional to supportive to affordable housing to address needs along a continuum. This SSYH model addresses short and mid term needs of homeless youth

### **Outreach Services**

Some youth at risk are hesitant to access help. Connecting with youth, offering support and establishing relationships is the work of the Stepping Stones Mobile Outreach Worker. Because youth tend to congregate in specific areas of the city, this work is facilitated through the use of an outreach van. This service provides someone to talk to, information about community services and some basic necessities. This support fosters trust so that when a youth is ready to make a change he/she knows where to go. The outreach van can assist

with connecting as well as transporting the youth to Stepping Stones or other services. This outreach service is an important component of a comprehensive strategy to intervene successfully in the lives of high risk youth.

A. Our outreach program is composed of two elements:

- A storefront – a place where young people can be safe, seek help and assistance with a variety of essential needs (food, laundry, showers, bus tickets) and also assistance to leave the street when they are ready. Outreach workers would operate from here and connect to the shelter.

An outreach van: The van travels around town and provides support, encouragement and assistance with making change. Services such as hot beverages, blankets, band aids, condoms etc. and transportation to essential services as appropriate will be provided. The van can connect youth to local resources and transfer them directly to the shelter (see below) or home to their parents or caregiver, if requested. In some cases, the outreach worker will offer groups or direct assistance to young people – helping with life skills, accessing school and jobs, manoeuvre through bureaucracy. etc. The staffing model for the outreach program will consist of one full time outreach staff located at the street site. Staffing of the mobile outreach service will consist of one full time staff working with a volunteer when on the street.

An outreach worker will be on the street during the days and on Saturdays for ½ day (12-5). (Typically times will be 12-8 or 10-6) This person will make contact with shelter kids, and others who are in need of services. He/she will connect these young people with services, when possible and identify gaps in service that might be able to be filled via partnerships. In some cases, the outreach worker will offer groups or direct assistance to young people – helping with life skills, accessing school and jobs, manoeuvring through bureaucracy, etc.

The staffing model for the outreach program will consist of one full time outreach staff located at the street site. This location could be a small office space with the primary goal to provide a place for youth to connect during the hours of 8:30 – 4:30pm. Staffing of the mobile outreach service will consist of one full time staff working with a volunteer when on the street. The services required will be determined based on the intake process with the youth upon attendance. Initial assessment is completed by the outreach staff.

#### B. Shelter Services

A Shelter is simply that – a place to lay your head for a night when you have nowhere else to go, no money, no significant others and no resources to draw upon. Typically, young people who access the shelter have no plan and little desire to make one. An effective Shelter applies very little pressure - come in, get a bit of information, have a hot meal, talk and play a few games, perhaps watch TV and tell us your story if you want. You can leave tomorrow and never come back or leave and ask for help to return. Two or three visits gives staff the permission to ask what the plan might be, where the young person comes from and where they are going.

A shelter is not a place to remain for any length of time. Crises usually last 24-72 hours and that is a time frame in which a shelter works well. Young people who are independent on the street (or think they are) respond to shelter services because there is little pressure to “change”, there is only minor structure and expectations (beyond good manners and living well in community) and lots of opportunity to think.

#### C. Stabilization/Transition Services

The Stabilization/Transition Services provide longer-term residential placements that include assistance with: family conflict resolution, accessing affordable housing, finding employment, securing financial assistance, enrolling in educational programs, and similar activities.

Stabilization is a place to be, but not a place to stay. Staying time is limited – 3-7 days . The Stabilization component does many things. It may focus on the resolution of uncomplicated family conflict. Parents and their youth have the opportunity to take a break from their immediate crisis, with parents knowing that their child is living in a safe environment. The youth's stay can be up to seven days, depending upon the severity

of the family conflict. The Stabilization Component can also provide mediation services that emphasize crisis defusion, conflict resolution and mending of relationships.

Stabilization can also be a place to “chill out” from another placement or think about giving up an addiction, making new goals for change, getting over a temper tantrum, calming down from being violent with parents or peers (to name a few examples). However, time is short and this is not a place to languish and live; it is a place to rest for a time, calm down and gather their strength to face the challenges the world.

The Transitional component of the Stepping Stones program is different yet again. This program component allows youth who are ready to seriously consider leaving the streets to have some time to access support and begin the process. A Transitional stay can be up to 60 days with the possibility of an extension up to 30 days in certain cases. With the support of Stepping Stones staff this transitional component allows the youth to connect with social services agencies, employment services, medical services, mental health services, and plan for permanent housing as well as re-establish connections with family where possible. The Stepping Stones Program maintains linkages with all other youth-serving agencies in the area to ensure efficient and effective service delivery.

Stabilization and Transitional beds are limited. Young people must be known to the staff and screened for interest and readiness for change. Ideally they have support from family members or other involved caregivers who are prepared to share in the responsibility for the future of each young person.

### **The Stepping Stones Youth Home**

The 950 square foot residence situated in a quiet neighbourhood is the ideal place for youth to feel safe and secure while receiving the supportive services available to them. The home will be accessible for both male and female homeless youth between the ages of 12-17. The operation of the home will be from 5pm – 9am – seven days a week.

The home will provide seven beds in total. The vision is for those seven beds to have the flexibility to move from emergency to transitional beds as required. The shelter beds will be located on the lower level.<sup>2</sup> The Stabilization and Transitional beds will be located on the upper level and used when determined. The home will have two floors renovated based on direct input from Wood's Homes to ensure the line of vision is considered for the safety of our staff and youth.

Shelter staffing will be 4pm to 9pm with two staff on. Young people coming to the Shelter are expected to arrive

Before 6pm and not leave until 8am the next morning. Programming and assistance services are available to those who request or need or have interest – during this time frame.

Young people coming to the youth home are expected to arrive before 6pm and not leave until 8am the next morning. Programming and assistance are available to those who request or need or have interest – during this time frame.

During the day, the young people who will occupy the Stabilization/Transitional Beds will be expected to be in school or working (or looking for work) and or accessing support services/programming each day from 9am – 4pm at least. Case planning will be developed in collaboration with local helping agencies. This component is similar to the Supportive Transitional Housing Team Model (STHT) and provides wrap around services to help individuals with complex barriers access housing. Agencies such as Wood Buffalo Housing, FCSS, AADAC, CFSA, etc. are part of the STHT team. This team is involved in discussions to modify this case management framework to include youth case management.

Some examples of formal or informal programming for youth in these beds could be employment counselling, mental health services, addictions and family counselling and other needed services. Life skills and household management will also ensure the youth have the skills required to transition to independent living where appropriate.



## **Referral**

### **Shelter:**

Children Services, Royal Canadian Mounted Police, school guidance counsellors, concerned community members who know of a youth in need and parents can all make referrals to the shelter. Youth may also self-refer. Since there are a limited number of youth housed in the seven bed facility) the referrals are dealt with on a first-come first-served basis. The program develops plans for youth and their families when requested... The stay at the Stepping Stones Youth home is voluntary and a legal guardian is notified when the youth arrives and leave.

### **Van and Outreach:**

Any young person is welcome to access the outreach van and the Stepping Stones Youth home. The Stepping Stones Outreach Worker will maintain contact with youth who are living on the streets, "couch surfing" or living in questionable situations and wish to access the shelter. When an opening becomes available those youth who are motivated to participate in the shelter program will be offered a bed.

### **Stabilization/Transition Services**

Young people with Children Services status will also have access to stabilization /transitional services. When a young person without Children Services status requires these services, a decision is made in conjunction with Children Services

### **Referrals:**

Will be encouraged and accepted from local schools and agencies such as Family Service Agency/FCSS, Child & Family Services Authority (CFSA), WBHDC, AADAC, RCMP, local adult shelters, religious organizations, concerned citizens and most important self referral.

## **Budget**

The Stepping Stones Youth Home Advisory Committee worked with Wood's Homes to develop the operational model and the budget for the initiative. The largest component of the budget is staffing and it is based on competitive salaries in our community. This also includes the cost of living allowance many of our social agencies receive from the Government of Alberta. In addition to the high staffing costs the budget reflects Wood's Homes travel and accommodations for coming to and from Fort McMurray to provide services. This is an important component to ensure the operations are built and supported by Wood's Homes.

Our model provides more than a shelter. It provides the supports needed to address the underlying causes of youth homelessness. This model is rooted in best practice and has a proven track record in successfully and permanently helping youth to overcome barriers to their housing stability over time.

Several of the essential services required for youth to move toward housing independence are not available or accessible to youth in our community. To demonstrate severe shortage of local services for youth in comparison to other communities in Alberta, we developed a list of services available for youth in other regions and compared it to those available to our youth. The data was gathered through interviews with youth shelter staff in other regions. What is clear from this exercise is that Fort McMurray has far fewer resources than other communities.



	Calgary	Edmonton	Fort McMurray	Grand Prairie	Lethbridge	Medicine Hat	Red Deer
<b>Youth Addictions/Treatment Centers*</b>	√	√	X	√	√	X	√
<b>Youth Detox</b>	√	√	X	√	√	√	√
<b>Youth Outreach Services</b>	√	√	X	√	√	√	√
<b>Youth Shelter</b>	√	√	X	√	√	√	√
<b>Youth Transitional Housing**</b>	√	√	X	X	√	X	X
<b>Conflict Resolution for Youth/Families</b>	√	√	X	√	√	√	√
<b>Youth Mental Health****</b>	√	√	√	√	√	√	√
<b>Services for Education/Employment</b>	√	√	√	√	√	√	√
<b>Life Skills/Household Management***</b>	√	√	X	X	√	√	√

\* Youth Addictions/Treatment Centers: Medicine Hat indicated that they refer youth to a nearby facility for treatment

\*\* Youth Transitional Housing: Grand Prairie indicated that they are working towards establishing transitional housing next year (09)

Medicine Hat already has a building and is working towards transitional housing while 49<sup>th</sup> Street Youth Shelter in Red Deer has a Transition Worker to transition youth into the community and independent living

\*\*\* Life Skills/Household Management: Grand Prairie does not have any formal programs in this category but Sunrise House youth emergency shelter

indicated that they provide these services on an ad hoc basis.

\*\*\*\* NLRHC indicated their services are experiencing challenges in meeting the youth needs.

Wood's Homes has partnerships with Mental Health Services in Regions where they currently operate. In some cases they receive funding for outreach services. The Stepping Stones Youth Home Advisory Committee will support Wood's Homes in connecting them to appropriate partners to support the operation of the initiative.

The Stepping Stones Youth Home Advisory Committee has been working to secure both capital and operating funding for the project with mixed success. Although we appreciate the efforts to improve our region's physical infrastructure, our social infrastructure has to a large degree been overlooked. The unprecedented growth and accompanying issues experienced in our region in recent years has weakened the social fabric of our community and strained our resources. This growth has had implications in terms of the impact it has had on our residents and on the agencies who respond to the challenges and social issues that are the fallout of population and economic growth. Social issues such as housing shortages, high cost of living, homelessness, high addiction and family violence rates, family stress, and mental health issues have been experienced and continue to impact our region.

Of particular concern to us are supports and services provided to youth because these are already limited in number and scope and are certainly not meeting the existing need. Our youth are lacking essential resources to support their health and well-being; resources that are available to youth in other regions.

**Three Year Funding Requirements: Stepping Stones Youth Home Initiative**

<b><u>CAPITAL</u></b>	<b><u>COMMITTED</u></b>	<b><u>REQUESTED</u></b>
<b>YOUTH HOME</b>	<b>Long Term Lease</b> Wood Buffalo Housing & Development Corporation	
<b>Home Renovation:</b>		
<b>Federal Grant</b>	\$135,000	
<b>Provincial Grant</b>	\$200,000	
<b>OUTREACH PROGRAM</b>		
<b>Youth Outreach Van (Industry)</b>		\$100,000
<b>Total Capital</b>	<b>\$335,000</b>	<b>\$100,000</b>
<b>OPERATIONAL BUDGET (\$1,226,000)</b>		
<b>PROPOSED DONAR</b>		
United Way of Fort McMurray	\$300,000	
Regional Municipality of Wood Buffalo		\$200,000
SSYHAC – Fund Raise	\$126,000	
CFSA Region 9	\$100,000	\$150,000
<b>Government of Alberta</b>		<b>\$350,000</b>
<b>TOTAL</b>	<b>\$1,226,000</b>	

We have our youth home through a long term lease with Wood Buffalo Housing & Development Corporation and we have our development permit in place.

Our greatest challenge is securing the operational funds to operate the Stepping Stones Youth Home Initiative. We are in jeopardy of losing our youth home and the federal grant we received towards the renovations of the home due to the non-committed operational funds.

***On behalf of the Stepping Stones Youth Home Advisory Committee, we would like to request three operational funding we have been unable to secure in the amount of \$500,000 from the Government of Alberta.***

Thank you

Loryn Marcellus, Chairperson

Vaughn Jessome, Vice Chairperson

# FORT MCMURRAY AND AREA (REGION 9) CHILD AND FAMILY SERVICES AUTHORITY

## SCHEDULE A

Term of Agreement: April 1<sup>st</sup> 2008-March 31<sup>st</sup> 2009

### 1. Agency Information

- 1.1 Legally Incorporated Name: **WOOD'S HOMES**
- 1.2 Profit ☐ Non-Profit ☒ **X**
- 1.3 Address: **805 37<sup>th</sup> Street N. W. Calgary, Alberta**
- 1.4 Phone Number: **403 270-4102** FAX: **403 283-9735**
- 1.5 Email: **askus@woodshomes.ca**
- 1.6 Chief Executive Officer/Executive Director: **Jane Matheson, PhD, RSW**

### 2. Program Information

- 2.1 Name of Program: **Stepping Stones Youth Home**
- 2.2 Address: **102 McConachie Crescent, Fort McMurray, AB. T9K 1T1**
- 2.3 Phone Number: not yet available FAX: not yet available
- 2.4 Email: **madelyn.mcdonald@woodshomes.ca**
- 2.5 Program Manager: **Madelyn McDonald**
- 2.6 Type of Service: **Group Care/Shelter Service**
- 2.7 Geographic Area Served: **Fort McMurray and Area (Region 9)**
- 2.8 Client Capacity: **7**  
*Provide information on the number of clients to be served in this program or describe how a full caseload or units of service will be determined.*  
**The Stepping Stones Youth Home provides six beds for at-risk youth who are homeless. In addition, Stepping Stones provides a Mobile Outreach van service for youth who are unable or currently unwilling to commit to moving away from crisis and into a more stable situation.**
- 2.9 Hours of Operation: **Twenty-four hours a day, seven days a week**
- 2.10 Name of Accrediting Organization and Date of Accreditation Expiry:  
**Canadian Council on Health Services Accreditation (CCHSA) 2005-2008**
- 2.11 Names, Addresses and Phone Numbers of Facilities if applicable:  
not yet available
- 2.12 Term of Social Care Facilities License (*effective & expiry dates*)  
not yet available

### 3. Program Description

*Beginning with a brief review of the theoretical framework, describe the services being provided, detailing each component and how each component is delivered.*

#### Theoretical Framework

**Stepping Stones Youth Home is a residential shelter and stabilization/transitional housing service for young people ages 12-18 who are in crisis. The program is supported by outreach services including a mobile van.**

**The theories that support the program framework are: crisis intervention theory, ecological theory and resiliency theory.**

### Crisis Intervention Theory

A crisis is understood as a normal life process that everyone will experience at some point in time. Opportunities for change open during during a crisis period when usual coping strategies are challenged. Flexible services that can provide timely intervention, promote safety and enhance new ways of coping will facilitate recovery from crisis and the acquisition of more adaptive life skills (Roberts 2005).

### Ecological Theory

Ecological theory stresses the importance of understanding children's development in the context of their family, their community, their culture and the broader social environment. Balancing protective and risk factors is an important part of this model. Children are best served in their own communities and these communities are capable of creating solutions that will assist troubled youth. Service solutions must come from collaborative and culturally sensitive work in all areas of a youth's environment (Bronfenbrenner 1979).

### Resiliency Theory

Resiliency is the ability for a family/youth to recover from stress or adversity. For families, resiliency is the ability to develop and/or maintain healthy functioning and successfully adapt to life's challenges and risks. For individuals, resiliency is the ability to succeed and thrive despite adversity. Service delivery that recognizes clients' resiliencies fosters a strengths-based approach to difficulties (Ungar 2004).

### Services Provided:

The *Stepping Stones Youth Home* is located outside of the downtown core of Fort McMurray. This location assists youth in moving away from street activity as well as interrupting the cycle of risk behaviours. The Home provides immediate and safe housing for youth in emergencies. The purpose and goal of the Stepping Stones Youth Home is to provide a safe alternative to the streets while at the same time providing connection and advocacy for young people to move towards longer-term options.

There are two residential components to the Stepping Stones Program – 1) Shelter Services and 2) Stabilization/Transitional Services. As well, there are Outreach Services for at-risk youth who are not yet ready for residential services.

### Shelter Service

This service provides emergency shelter, food, and clothing to support and help protect young people from the dangers associated with life on the streets. The Shelter can be accessed quickly, repeatedly and with no barriers. No youth is turned away who is in need. This service can be accessed for between one and fifteen days. During this stay, a young person may decide to access longer term services in an effort to move away from street life. With staff assistance the youth is supported to develop a plan that will help him/her move forward with the goal of leaving the street.



Whenever possible, efforts are made to re-connect with or involve family members. Youth who access the Shelter must provide staff with both guardian and background information in order to provide the Shelter with the necessary means to identify and track youth progress, and assist with re-connecting with family members and significant others when this can prove beneficial. Parents that are connected with the young person are encouraged to participate in the planning process. Staff support both the youth and their parents to resolve issues causing conflict. Referrals are made for all youth and families to community agencies for on-going support and staff actively assist in making those connections.

In addition to basic needs, the Stepping Stones Shelter service also provides transportation on an as-needed basis, as well as medical, legal and social services referrals. The Shelter is a place for youth to rest and re-group with the ultimate goal of leaving the streets. Staff provide targeted counselling and support to assist youth to understand better what they want and need, and to make a plan for a safer lifestyle.

### Stabilization/Transition Services

The Stabilization/Transition Services provide longer-term residential placement and include assistance with: family conflict resolution, accessing affordable housing, finding employment, securing financial assistance, enrolling in educational programs, and similar activities.

The Stabilization component of the Stepping Stones program focuses on the resolution of family conflict. Parents and their youth have the opportunity to take a break from their immediate crisis, with parents knowing that their child is living in a safe environment. The youth's stay can be one to five days, depending upon the severity of the family conflict. The Stepping Stones staff provide mediation services that emphasize crisis defusion, conflict resolution and mending of relationships.

The Transitional component of the Stepping Stones program allows youth who are ready and seriously considering leaving the streets to have some time to access support and begin the process. A Transitional stay can be up to 60 days with the possibility of an extension up to 30 days in certain cases. With the support of Stepping Stones staff this transitional component allows the youth to connect with social services agencies, employment services, medical services, mental health services, and plan for permanent housing as well as re-establish connections with family where possible. The Stepping Stones Program maintains linkages with all other youth serving agencies in the area to ensure efficient and effective service delivery.

### Outreach Services

Some youth at risk are hesitant to access the Shelter. Connecting with youth, offering support and establishing relationships is the work of the Stepping Stones Outreach Worker. Because youth tend to congregate in specific areas of the city, this work is facilitated through the use of an Outreach mobile van. This service provides someone to talk to, information about community services and some basic necessities. This support fosters trust so that when a youth is ready to make a change he/she knows where to go. The Outreach mobile van can assist with connecting as well as transporting the youth to Stepping Stones or other services. This outreach service is an important component of a comprehensive strategy to intervene successfully in the lives of high risk youth.

#### 4. Program Objectives, Outcomes and Measurements

<b>Goal</b> <i>(community outcomes)</i>	<b>Outcome</b> <i>(sector outcomes)</i>	<b>Performance Measures</b> <i>(performance indicators)</i>	<b>Target</b>	<b>Tools Used</b>
To provide a safe place for youth who are homeless and at risk	Youth will have their basic needs met	% of youth coming to the Stepping Stones Youth Home and have their basic needs met	100% of youth who reside at the Stepping Stones Youth Home will report that their basic needs were met	Youth Satisfaction Survey
To achieve harm reduction while youth are living on the streets	Youth are more aware of their health issues and seek services to meet their health needs	% of youth clients who are referred to community medical services	75% of youth will report that they have been offered medical care	Youth Satisfaction Survey. Quarterly reports detailing the program's activities
Parents will be involved in the planning for their youth	Parents will be involved counselling and mediation sessions while the youth is in Stepping Stones Youth Home	% of parents who work with the Stepping Stones staff to resolve the issues that brought the youth to the program	90% of involved parents will report that they were satisfied with the services provided by the program	Parent Satisfaction Survey Compliments and Complaints tracking
Youth will access the Mobile Van Service to gain information about resources available to them	Youth will have some of their basic needs met when they access the Mobile Van, including information about resources in the community that can support them while on the streets	% of youth accessing the Stepping Stones Mobile Van who report that some basic needs were met	80% of youth accessing the Mobile Van Services will report at least one basic need was met and that they were given information about resources	Youth Satisfaction Survey

<b>Goal</b> <i>(community outcomes)</i>	<b>Outcome</b> <i>(sector outcomes)</i>	<b>Performance Measures</b> <i>(performance indicators)</i>	<b>Target</b>	<b>Tools Used</b>
Stepping Stones Youth Home and the Mobile Van Service will develop alliances with other agencies/ services working with at-risk and street youth	Staff will participate in community planning regarding youth issues along with the Advisory Committee	Number of contacts with other youth serving organizations that are involved with street youth issues	Program will have contact with all agencies involved with this population	Track all contacts
Youth are better prepared for independence	Assist youth to strengthen protective factors and reduce risky behaviours	% of youth who attain increased strengths and protective factors	75% of youth show improved resiliency scores	Resiliency Canada Tool YR:ADS (Youth Resiliency: Assessing Developmental Strengths)
<p>The Advisory Committee develops a greater understanding of youth issues in Fort McMurray</p> <p>The Advisory Committee will discuss and plan ultimate governance structure</p>	<p>Minimum of five meetings per year</p> <p>Plan for independent governance</p>	<p>Number of meetings attended by all Advisory Committee members</p> <p>Committee will document investigations about youth issues</p> <p>An in-depth document is produced the outlines current and future youth issues, possible strategies for addressing them</p>	<p>90% of Advisory Members are well informed about youth issues</p> <p>90% of Advisory member are well informed about governance possibilities</p> <p>A three to five year planning document is created by the middle of year two</p>	<p>Advisory Committee meeting minutes.</p> <p>Document prepared and submitted to the appropriate audiences</p>

## **5. Client Information**

### **5.1 Client Characteristics**

Youth between the ages of 12 to 17 - both male and female - who are in crisis, homeless or at risk of being homeless have access to all the Stepping Stones Services. It is expected that these youth will be struggling with issues related to addictions, family conflict, conflict with Children's Services or guardians and legal difficulties. Learning and mental health issues may also be prominent.

The Stepping Stones Program is aware that not all young people are prepared to commit to leaving street life and therefore some youth will need to access the facility several times before they are ready to move away from crisis. When youth access the shelter service multiple times, they will work with staff to better understand what they need from the program and how they can be successful in leaving the streets.

### **5.2 Referral**

Children Services, police, school guidance counsellors, concerned community members who know of a youth in need and parents can all make referrals to the Shelter. Youth may also self-refer. Since there are a limited number of youth housed in the facility (6) the referrals are dealt with on a first-come first-served basis. The program promptly develops plans for youth and their families in order to move young people from crisis and into more stable living arrangements as quickly as possible. The stay at the Stepping Stones Shelter is voluntary and a legal guardian is notified should the youth decide to leave.

Young people with and without Children's Services status are welcome to access the Outreach van and the Stepping Stones Shelter. Young people with Children's Services status will also have access to Stabilization /Transition services. When a young person without Children's Services status requires stabilization or transitional services a decision is made in consultation with Children Services and the Stepping Stones Program Advisory Committee.

The Stepping Stones Outreach Worker will maintain contact with youth who are living on the streets, "couch surfing" or living in questionable situations and wish to access the Shelter. When an opening becomes available those youth who are motivated to participate in the Shelter program will be offered a bed. Young people from other parts of Canada may also access the Shelter service.

### **5.3 Entrance Criteria**

#### **Entrance into the Shelter Component**

Any youth who does not have a safe place to spend the night is a candidate for admission into the Shelter. Youth must be willing to provide basic information about who they are, who is their legal guardian and where that guardian resides. They are also informed that program staff will make contact with their legal guardian in order to make a plan for the next steps, as well as to inform the guardian that the youth is safe. Admission to the Shelter occurs on a day-to-day basis. Readmissions are permitted.

Youth who are living on the streets are likely to carry weapons for protection. When they enter the Stepping Stones Shelter they are required to turn in their weapons or discard them before admission, in order to ensure that everyone in the facility is safe. No weapons,



drugs, alcohol or violence are allowed in the facility. Young people who put themselves and others at risk may be asked to leave the program. The legal guardian or referral source will be notified of any such unplanned discharge. The youth may be re-admitted at a future date when the safety risk issue is addressed and resolved.

#### Entrance into the Stabilization/Transitional Component

Youth and families with Children's Services status who are at risk of living on the streets or who are seeking help with leaving the streets are candidates for this component of the Stepping Stones Program. Each admission is arranged so that the youth, caseworker and family have the necessary time to work on the issues that cause conflict or otherwise place the youth at risk.

The Outreach mobile van service does not require that a legal guardian be notified in order for the youth to receive assistance. However, if any young person appears to be in distress or danger the relevant authorities will be notified. Youth are able to use this service as often as they like. The Outreach staff make every effort to foster relationships with young people as a way of addressing their current situation and increasing options for safety.

Formal client records are compiled for all young people who access any of the Stepping Stones services. Youth with multiple admissions will have a case file that is activated each time they return. Client Files are stored in locking filing cabinets and are accessible to program staff.

### 5.4 Exit Criteria

Every effort is made to ensure that young people leaving the Stepping Stones Program have a more permanent place to go. Some young people will have difficulty committing to the expectations of the Program and may leave the facility after one or two nights, or before a suitable plan is in place. They are welcome to return to the Program, including the Outreach van, as often as necessary. This coming and going of clients is understandable within the context of a shelter service.

## 6. Agency Client Decision and Appeal Process

### 6.1 Grievance Process

- Client Grievances

Clients are entitled to and shall receive a full hearing when they lodge a complaint. All complaints shall be addressed in a timely fashion. A client may be an individual, family, group or large institution. Clients are informed at intake of the grievance procedures internally as well as how to access the office of the Child and Youth Advocate for those youth with Children's Services status. The grievance procedures includes addressing the issues with the Program Manager as an initial step.

- Staff Grievances (if applicable)

Staff are informed of the grievance process as articulated within the Collective Agreement held with the Canadian Union of Public Employees (CUPE) and Wood's Homes.

## **6.2 Appeal Process**

If resolution of a grievance is not achieved with the Program Manager, the issue can be directed to the Program Director, Risk Officer, CEO or Board of Directors depending on the issue and the client's satisfaction with its resolution.

## **6.3 Documentation for Grievances and Appeals**

A written record is kept of all complaints describing the nature of the complaint, the details of the investigation, and the outcome. Wood's Homes values client and community feedback and strives to be a learning organization committed to strong client and community relationships.

## **7 Staffing**

### **7.1 Describe the basic qualifications of Administrative, Basic Care and Client Development staff associated with this program**

Wood's Homes typically employ staff who have diplomas and degrees in the social sciences and experience with an at-risk adolescent population. As well, individuals who do not have formal training but have strong experiential skills may be employed as "Peer Mentors". Staff without formal education are strongly encouraged to pursue more formal training and education. High quality supervision and training is provided to all employees.

The Stepping Stones Program employs Youth and Family Counsellors and supervisory staff.

### **7.2 Describe the responsibilities of Client Development staff**

See job descriptions attached

## **8 Attach Organizational Chart for Entire Organization**

See attached

## **9 Monitoring and Evaluation**

Summarize the Agency's plan for:

### **9.1 Monitoring**

Demographic information is collected about each client. When possible, background information is also collected, and service plans with goals are developed for each client early in the admission process. All of this activity is monitored within a timeframe that fits with each client's situation.

Program performance indicators related to client and program goals are tracked and reported on a monthly basis, analyzed quarterly and used to improve service outcomes. Programs monitor at-risk behaviour, service complaints and client/guardian/family satisfaction.

The agency information system includes the collection of quality and safety measures and some outcome measures. Data is collected, analyzed and integrated into program

monitoring that requires targets, goals and objectives. Data collection is tailored to individual programs.

All program revenues and expenses are tracked and analyzed on a monthly basis by supervisory staff and balanced with budget projections and contract agreements. Monthly financial statements are reviewed by the agency's Board of Directors Finance Committee.

The agency's finances are audited annually by Price Waterhouse Coopers, Chartered Accountants, and the results of their scrutiny are published in the agency's Annual Report.

## 9.2 Evaluation

All Wood's Homes programs develop business plans that are evaluated annually and the Stepping Stones Program will also undergo an evaluative process. Since this is a new program to Wood's Homes, the development of an evaluation process will be done in consultation with the Wood's Homes Research Department and the Stepping Stones Advisory Committee. This process will include reporting on program objectives outlined in Section 4 of this document.

## 10 Reporting Information

Provide Reporting Information as follows:

Report Name	Due Date	Recipient	Description Of Content
Nominal Roll (where applicable)	Due on 10 <sup>th</sup> of each month	Resource Specialist	Refer to Nominal Roll form & current explanatory definitions (CI 11/06; FSCD Nominal Roll program/06)
Critical Incident Summary (where applicable)	Due Quarterly	Resource Specialist	Categories of incidences per program program response, notification of Region case manager
Critical Incident Report Form (where applicable)	Due 24 hours after incident	Child Protection Worker	
Six Month Financial Reports (required)	30 days after 6 month period of contract	Resource Specialist	In the format of the Schedule B provide data on year-to-date expenditures.
Annual Financial Reports (required)	90 days after expiration of contract	Resource Specialist	Provide accounting of Schedule B according to Schedule B Accounting Guidelines. Provide most recent consolidated financial statement (where applicable)
Annual Outcomes Report (required)	90 days after expiration of contract	Resource Specialist	Report on the achievement of program goals and outcomes as per Section 4.
Annual Client Satisfaction Report (where applicable)	90 days after expiration of contract	Resource Specialist	Meet annual report requirements
Summary of Volunteer Activity (where applicable)	90 days after expiration of contract	Resource Specialist	
Community Resource Centre Data Report (where applicable)	Quarterly	Resource Specialist MST Managers	

Please provide reporting details on additional reports as requested.

## **11. Agency Responsibility**

### **For all Programs**

- Carry out terms of the contract according to best practice principles and within the mandate and scope of the Authority.
- Deliver services based on family-centered-care principles.

### **For Child Intervention Programs**

- Provide care according to community norms and standards with respect to nutrition, clothing, recreation, etc. and according to rates established by Region 9 Child Youth and Family Services Authority
- Deliver service based on best interests of the child.

## **12. Authority Responsibility**

Region 9 Child Youth and Family Services Authority shall ensure that the Agency has the necessary information to carry out the terms of the contract. This includes Authority sharing information with respect to legislative, regulatory and Provincial policy changes, Regional Business and Operations Plan, and relevant Regional program specific guidelines and where applicable case information.

### **References:**

Bronfenbrenner, U. (1979). *The Ecology of Human Development*. Cambridge MA: Harvard University Press.

Roberts, A. R. (2005). *Crisis Intervention Handbook: Assessment, Treatment, and Research*. New York NY: Oxford University Press.

Ungar, M. (2004). *Nurturing Resilience in Troubled Youth*. Toronto Ont: University of Toronto Press.

## WOOD'S HOMES

## Proposed 3 Year Budget for Ft. McMurray Shelter

Budget estimates come from Wood's Homes Propsed Budget Doc. 11/28/07

Description	Year 1	Year 2	Year 3
<b>REVENUE</b>			
Contract Revenue - CW	1,326,250	1,203,169	1,248,000
<b>TOTAL REVENUE</b>	<b>1,326,250</b>	<b>1,203,169</b>	<b>1,248,000</b>

**EXPENSES****Salaries and Benefits**

Administrative	59,681	54,143	67,311
Casual	-	-	-
Benefits	8,952	8,121	20,012
Purchased Services	-	-	-
	<u>68,633</u>	<u>62,264</u>	<u>153,428</u>

- in Calgary.

Clinical	700,424	739,704	826,230
Casual	50,000	54,000	-
Benefits	93,803	99,213	95,016
Purchased Services	-	-	-
	<u>844,227</u>	<u>892,917</u>	<u>855,147</u>

<b>Total Salaries and Benefits</b>	<b>912,860</b>	<b>955,181</b>	<b>1,008,570</b>
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**Direct Client Costs**

Recreation/Incidentals	5,280	5,280	3,000
Food	28,800	28,800	29,400
Clothing	6,240	6,240	4,620
Allowances	4,576	4,576	4,004
Gifts	2,400	2,400	-
	<u>6,976</u>	<u>6,976</u>	<u>4,004</u>

Materials & Supplies	6,000	6,000	8,000
Client Travel	4,800	4,800	6,300
Drugs & Medical Supplies	960	960	700
Cultural Component	6,000	6,000	4,000
Consultants Fees	21,600	21,600	15,000
Honoraria	-	-	-
	<u>21,600</u>	<u>21,600</u>	<u>15,000</u>
Other Supplies and Expenses	-	-	-
<b>Total Direct Client Costs</b>	<b>86,656</b>	<b>86,656</b>	<b>75,024</b>

**Facilities Expense**



Mortgage	-	-	-
Rent	16,800	16,800	16,800
Utilities - Electricity	6,000	6,000	20,726
Utilities - Natural Gas	6,000	6,000	6,000
	12,000	12,000	26,726
Maintenance & Repairs	3,000	3,000	5,624
Facility/Liability Insurance	3,659	3,659	4,867
Minor Equipment and Furnishings	3,569	3,569	2,398
Program Startup Costs	15,000	-	-
<b>Total Facilities Expense</b>	<b>54,028</b>	<b>39,028</b>	<b>60,074</b>

#### Administrative Expenses

Office Supplies	5,153	5,154	5,066
Telephone, Telecommunications	3,620	3,620	4,000
Cellular/Paging Costs	-	-	1,920
Maintenance & Repairs - Computer	1,459	1,323	-
Lease/Rental Equipment	-	-	-
Vehicle Operating	2,000	2,000	3,000
Vehicle Maintenance/Repairs	500	500	500
Vehicle Insurance	7,000	7,000	7,500
	<u>9,500</u>	<u>9,500</u>	<u>11,000</u>
Staff Recruitment	2,163	2,102	1,500
Staff Development	3,408	3,322	4,880
Staff Travel	40,000 97,659	38,000	38,000
Hospitality	<u>1,500</u>	-	-
	<u>-99,159</u>	-	-
Program Advertising/Promotion	1,250	1,250	2,000
Accounting/Audit Fees	7,218	6,664	3,370
Consultants Fees	113,250	24,000	15,000
Association Dues	-	-	749
Quality Improvement & Evaluation	26,525	24,063	16,848
Miscellaneous Expenses	-	-	-
<b>Total Administrative Expense</b>	<b>272,706</b>	<b>120,804</b>	<b>104,332</b>
<b>TOTAL EXPENSES</b>	<b>1,326,250</b>	<b>1,201,669</b>	<b>1,248,000</b>

Spreadsheet compiled July 2008

**Subject: Strategic Plan 2008****APPROVALS:**

Marcel Ulliac, General Manager

Rodney Burkard, Chef Administrative Officer

**Administrative Recommendation(s):**

THAT the Strategic Plan and Vision, Mission, Values and Success Factors documents be received as information.

THAT Administration prepare a Terms of Reference to guide the Strategic Planning Process in 2009.

**Summary:**

To date, the 2008 Strategic Plan has not been formally adopted, however it has been used to guide the Corporation's course of action. An overview of the Vision, Mission, Values and Success Factors as well as a consolidated Strategic Planning document is presented for review and consideration.

**Background:**

In February 2008, in keeping with the corporate commitment to strategic planning, Council and Administration participated in a Strategic Planning Session with a consultant to discuss and develop overall strategic direction for the organization and a vision for the region.

Based on the 2008 session, the consultant delivered various documents which were reviewed by Council and Administration. The product that resulted from those sessions was not considered to be user-friendly. In an effort to streamline the information, Administration re-packaged the outcomes from the sessions into two documents.

The first document re-affirms Council's Mission, Vision, Values and Success Factors. The second document was developed in a more user-friendly format based on municipal best practices in strategic planning. It is based on the Strategic Priorities Chart that was developed in early 2008 and is summarized into three Key Strategic Areas being: Resource Management, Planning for the Future and Liveability and Sustainability. Under each Key Strategic Area, we have identified the over arching goal and the strategies that will assist in achieving the goal.

**Budget/Financial Implications:**

There are no financial or budget implications associated with this report. The operational costs associated with priority items are incorporated into the departmental Operating Budgets and/or the overall Capital Budget.

**Rationale for Recommendation(s):**

The intent of these documents is to provide the municipal corporation (Council and Administration) with a Strategic Plan for the remainder of 2008. It is Administration's aim that Council will provide direction to prepare a Terms of Reference document for Council's consideration that will provide a clear expectation as to the strategic planning process and deliverables that would result from a strategic planning exercise to be initiated in early 2009. It is also the intention to establish a clear strategic focus and direction for the remainder of Council's term.

**Attachments:**

Vision, Mission, Values, Success Factors (2 pages)  
Consolidated 2008 Strategic Plan (2 pages)





# REGIONAL MUNICIPALITY OF **WOOD BUFFALO**

The Regional Municipality of Wood Buffalo recognizes the importance of planning and preparing for the future. We realize that rapidly changing economic and social environments requires the municipality to respond to the immediate needs and concerns of citizens.

Part of the strategic plan is our vision statement, mission statement, values and success factors.

## **Our Vision Statement:**

A balanced future with opportunity for all.

## **Our Mission Statement:**

Continually improve quality of life within our region.

## **Our Values:**

We trust and value:

Our people – we value safety, meaningful work, work-life balance, learning, mutual support and respect.

Sharing information – we talk to each other about the way we work together.

Working together - together we generate better solutions.

Accountability – we are answerable for what we do.

Integrity – our corporate values guide our work.

## Our Success Factors:

Engage our citizens – provide timely information and clear, inviting processes that seek public participation and consultation in decision making, policy development, service standards and delivery feedback.

Champion innovation – as a learning organization, we will: think strategically, promote creativity, take calculated risks, challenge the status quo, develop best practices, and continuously improve.

Collaborate effectively – provide the opportunity to involve/consult with everyone who has an interest or who can contribute to successful solutions, and identify/communicate with all potential partners and build partnerships in a timely and flexible fashion.

Empower our people – encourage our people to: take calculated risks, make informed decisions, learn from their mistakes, achieve more, innovate, and operate “outside of the box”. We will facilitate this by: providing resources to get the job done, celebrating successes, listening to our people and team building.

Deliver best value – we will make the best use of resources (people, systems, time and money), and recruit and retain quality people. We will focus on the delivery of core services at a reasonable cost; we will prioritize service delivery; we will provide services that are measurable and responsive to change.



# REGIONAL MUNICIPALITY OF **WOOD BUFFALO**

## **Strategic Area: Resource Management**

We manage the corporation's resources in an effective and efficient manner, based on community needs and priorities.

**Goal:** To responsibly manage the financial resources of the Regional Municipality of Wood Buffalo.

**Strategies:**

- Develop a Fiscal Impact Model
- Become Public Sector Accounting Board 3150 Compliant
- Prepare a Procurement Services Review
- Develop a Taxation Strategy

## **Strategic Area: Planning for the Future**

We plan for the future and include checks and balances and sufficient analysis to recognize that decisions may have impacts in other areas,

**Goal:** To maximize the effectiveness of municipal infrastructure

**Strategies:**

- Develop an ICSP (Infrastructure for Future Growth)
- Develop an Accommodation Master Plan
- Develop a Lower Townsite Re-development Plan

**Goal:** To promote a caring, safe community that respects the needs and wants of a diverse population.

**Strategies:**

- Develop a Public Safety Strategy
- Develop an Economic Development Strategy
- Develop a Service Capacity Review
- Rural Services Delivery Strategy

## **Strategic Area:                      Liveability and Sustainability**

We meet needs through planning for housing, transportation, employment, recreation, arts and culture. We strive to be affordable and sustainable and to serve the current and future economic and social needs of the community.

**Goal:**                      To integrate liveability and sustainability to create a lasting, vibrant region with social wellbeing and long term viability.

**Strategies:**   -Develop a Community Services Master Plan  
                         -Develop a Social Planning Policy  
                         -Identify Community Beautification Projects

**Subject: Capital Budget Amendment – Water Main Replacement 2008 and  
Sewer Main Replacement 2008****APPROVALS:**

Wes Holodniuk, General Manager  
Susan Motkaluk, Deputy Chief Administrative Officer  
Rodney Burkard, Chief Administrative Officer

**Administrative Recommendation(s):**

THAT the 2008 Capital Budget be amended as identified in Attachment 1 – Capital Budget Amendment Request –Water Main Replacement 2008; dated September 23, 2008; and

THAT the 2008 Capital Budget be amended as identified in Attachment 2 – Capital Budget Amendment Request –Sewer Main Replacement 2008, dated September 23, 2008.

**Summary:**

Total tender cost for Water Main and Sewer Main Replacement Program 2008 is \$7,399,679. The approved funding for the projects is \$6,000,000.

This report identifies additional funding of \$1,399,679 needed to proceed with the remaining water main and sewer main replacement projects for 2008. This matter is before Council as the projects need a budget amendment.

**Background:**

The 2008 Water Main and Sewer Main Replacement projects were approved at a cost estimate of \$6,000,000 in total. Committed to date is \$4,121,323 on water and sewer main replacements in the Silin Forest, Ermine areas with a balance of \$1,878,677 remaining. Two final sections Timberline and Franklin Avenue were tendered in August of 2008.

Water mains in the Timberline Drive area are continuously breaking, causing unplanned water service disruption. The conditions of the back easements have deteriorated due to the continuous excavations. A portion of the sewer main under Franklin Avenue in the McKinnon Street area has structural damage and is no longer reliable. The tender to replace the remaining water and sewer mains is \$3,278,356.

**Alternatives:**

1. Provide additional funding of \$1,399,679 to allow projects to proceed in 2008.
2. Defer the water main and sewer main replacement projects to 2009 and assume a risk of failure.

**Budget/Financial Implications:**

The implication to the 2008 Capital Budget would be an unbudgeted amount of \$1,399,679. The Capital Infrastructure Reserve is the recommended funding source. The risks associated with not replacing these two mains are high.

**Rationale for Recommendation(s):**

By providing additional funding of \$1,399,679 will allow the Municipality to proceed with replacing two critical water and sewer mains to maintain service delivery.

**Attachments:**

1. Capital Budget Amendment Request, September 23, 2008 – Water Main Replacement 2008
2. Capital Budget Amendment Request, September 23, 2008 – Sewer Main Replacement 2008

**Regional Municipality of Wood Buffalo  
Capital Budget Amendment Request, September 23, 2008  
2008**

CURRENT PROJECT NAME: Water Main Replacement 2008  
 AMENDED PROJECT NAME:  
 SPONSOR DEPARTMENT: Public Services/Public Works Project Amendment  
 SPONSOR BRANCH: Environment

**CURRENT PROJECT BUDGET****Funded capital project**

Current Priority Score

**72**

<i>Year</i>	<i>Annual Cost</i>	<i>Fed Grants</i>	<i>Prov Grants</i>	<i>Reserves</i>	<i>Operating Budget</i>	<i>Other Sources</i>	<i>Debenture Financed</i>
<i>Prior</i>	-						
<i>2008</i>	4,000,000		4,000,000				
<i>2009</i>	-						
<i>Thereafter</i>	-						
<b>TOTAL</b>	4,000,000	-	4,000,000	-	-	-	-

**DESCRIPTION/REASONS FOR BUDGET AMENDMENT**

There are some water mains identified for replacement in 2008 deemed critical. Water mains in the Timberline Drive area are continuously breaking, causing disruption to water service, flooding of property, and water quality issues. The landscaping in the back easement has deteriorated as a result of numerous excavations to repair the water main breaks. \$986,570 is needed in addition to the budgeted amount to fund the shortfall for the Water Main Replacement 2008 project

**AMENDED PROJECT BUDGET** (Only required if project is new, deferred, or amended)**Funded capital project**

Amended Priority Score

**72**

<i>Year</i>	<i>Annual Cost</i>	<i>Fed Grants</i>	<i>Prov Grants</i>	<i>Reserves</i>	<i>Operating Budget</i>	<i>Other Sources</i>	<i>Debenture Financed</i>
<i>Prior</i>	-						
<i>2008</i>	4,986,570		4,000,000	986,570			
<i>2009</i>	-						
<i>Thereafter</i>	-						
<b>TOTAL</b>	4,986,570	-	4,000,000	986,570	-	-	-

**ADDITIONAL INFORMATION**

Public Works - Environment Branch  
 Sponsor Department

Lee Perkins, Supervisor Utility Operations  
 Project Lead

**PLEASE NOTE:** Deferred projects must follow the budget process. Deferring a project to a future year does not grant pre-budget approval for that project.

**Regional Municipality of Wood Buffalo  
Capital Budget Amendment Request, September 23, 2008  
2008**

CURRENT PROJECT NAME: Sewer Main Replacement 2008  
 AMENDED PROJECT NAME:  
 SPONSOR DEPARTMENT: Public Services/Public Works Project Amendment  
 SPONSOR BRANCH: Environment

**CURRENT PROJECT BUDGET****Funded capital project**

Current Priority Score

**72**

<i>Year</i>	<i>Annual Cost</i>	<i>Fed Grants</i>	<i>Prov Grants</i>	<i>Reserves</i>	<i>Operating Budget</i>	<i>Other Sources</i>	<i>Debtenture Financed</i>
<i>Prior</i>	-						
<i>2008</i>	2,000,000		1,620,752				379,248
<i>2009</i>	-						
<i>Thereafter</i>	-						
<b>TOTAL</b>	2,000,000	-	1,620,752	-	-	-	379,248

**DESCRIPTION/REASONS FOR BUDGET AMENDMENT**

There are some sewer mains identified for replacement in 2008 deemed critical. A portion of the sewer main in the Franklin Avenue and McKinnon Street area has deteriorated to the point where a major failure causing damage or injury could occur, and requires emergency replacement. \$413,109 is needed in addition to the budgeted amount to fund the shortfall for the Sewer Main Replacement 2008 project

**AMENDED PROJECT BUDGET** (Only required if project is new, deferred, or amended)**Funded capital project**

Amended Priority Score

**72**

<i>Year</i>	<i>Annual Cost</i>	<i>Fed Grants</i>	<i>Prov Grants</i>	<i>Reserves</i>	<i>Operating Budget</i>	<i>Other Sources</i>	<i>Debtenture Financed</i>
<i>Prior</i>	-						
<i>2008</i>	2,413,109		1,620,752	413,109			379,248
<i>2009</i>	-						
<i>Thereafter</i>	-						
<b>TOTAL</b>	2,413,109	-	1,620,752	413,109	-	-	379,248

**ADDITIONAL INFORMATION**

Public Works - Environment Branch  
 Sponsor Department

Lee Perkins, Supervisor Utility Operations  
 Project Lead

**PLEASE NOTE:** Deferred projects must follow the budget process. Deferring a project to a future year does not grant pre-budget approval for that project.