

Region 3 Calgary and Area

Child and Family Services Authority



Business Plan

2003-2006

Region 3, Calgary and Area Business Plan 2003-06

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Approved by the Region 3 Calgary and Area Board
June 10, 2003

STATEMENT OF ACCOUNTABILITY

This business plan for the three years commencing April 1, 2003 was prepared in accordance with the *Government Accountability Act, Child and Family Services Authorities Act*, and directions provided by the Minister of Children's Services. All material economic and fiscal implications known at March 31st, 2003 have been considered in preparing the business plan.

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

Signed by the Child and Family Services Authority Co-Chairs on behalf of the Region 3 Child and Family Services Authority

Original signed by David Pickersgill and Art Cunningham

David Pickersgill, Co-Chair

Art Cunningham, Co-Chair

MESSAGE FROM THE BOARD

With the formation of a new Regional Authority and new Board, the year ahead will be a time of learning and building from the strong foundations and legacies created by the three Child and Family Service Authorities that previously provided Children’s Services in this area: Calgary Rocky View, Hearthstone (Wheatland County), and Windsong.

The new Region is made up of many different types of geographical and cultural communities and there are differences in how services are provided within these communities. We commit to recognizing differences, honouring accomplishments, building on the strengths and legacies of all three Regions, and ensuring that the transition process is open, honest, sensitive, and respectful. Together, we will work to achieve the high standards of service that the community and organization expect, while maintaining our focus on making real and positive differences to the lives of children and families. The healthy balance of urban, rural, and culturally diverse communities that are brought together in this amalgamation provide an opportunity to share ideas, learn from each other, and build innovative, community-based services.

We also commit to preserving the “four pillars” of service embraced by the three former Regions: Community Based Services, Early Intervention, Integrated Services, and Improved Services for Aboriginal Children.

As a new Board, one of our first tasks will be to create vision and mission statements for the new Region that align with the Ministry’s vision and mission and respect the visions and missions of Calgary Rocky View, Hearthstone, and Windsong.

We believe that “it takes a whole community to raise a child” and we look forward to working with community partners who provide services to children and families, our staff, the Ministry of Children’s Services’ provincial department, and all other community members who share a vision of a community that nurtures and protects our children.

CHILDREN’S SERVICES VISION

Strong children, families, and communities.

An Alberta where children and youth are valued, nurtured and loved, and develop to their potential supported by enduring relationships, healthy families, and safe communities.

Alberta will be child, youth, and family friendly.

CHILDREN’S SERVICES MISSION

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

OVERVIEW OF THE REGION AND SERVICES

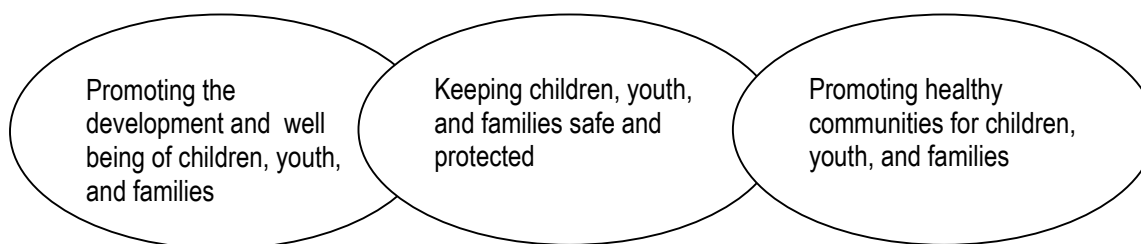
Our Region

As of April 2003, the Ministry of Children's Services has reconfigured Child and Family Services Authorities (CFSAs). The boundaries of our new CFSA Region encompass the former Calgary Rocky View CFSA, Windsong CFSA, and Wheatland County within Hearthstone CFSA. The new Region is referred to in this document as Region 3. Just over one million people live within the new boundaries, which is approximately 35% of Alberta's population.

Legislation, Policies, and Standards

CFSAs deliver Children's Services according to the *Child and Family Services Authorities Act*. Other provincial Acts which directly impact CFSA service provision include: The *Child Welfare Act*; the *Family Support for Children with Disabilities Act* (has been tabled and will likely be proclaimed early in 2004), the *Protection of Children Involved in Prostitution Act*, the *Social Care Facilities Licensing Act*, and the *Alberta's Promise Act*, all of which can be viewed on the Government of Alberta website. Regional policies and services comply with provincial regulations and policies, and the Region fulfills monitoring and standards requirements put in place by the Ministry to ensure quality of service.

Core Businesses




Programs and Services

- Protection services are provided to children and teens who are 17 years and younger and are experiencing neglect or physical, emotional, or sexual abuse. A differential response is provided to children and families depending on their assets, needs, and circumstances; the Family Enhancement program focuses on building family capacity, while the Core Protection program follows a more traditional investigative approach.
- Permanent adoptive homes are found for children in the government's care, and the Region is the central source of adoption information for the area.
- Parents' access to a range of regulated child care options is supported by the Region. Accessibility to pre-school child care for low income families is supported by the Child Care Subsidy program. The program also gives children with special needs an opportunity to be included with their peers in child care settings.
- The goal of the Resources for Children with Disabilities program is to sustain children with special needs within their family, facilitate the child's developmental growth and participation in community life, and retain family involvement if the child requires out-of-home support.
- Region 3 works with partners to strengthen the community's ability to prevent family violence and respond to those impacted by it. Initiatives include community services and early intervention projects. If family violence puts a child at risk, child protection staff become directly involved in protecting the child from harm.
- Through early intervention programs and working collaboratively with communities and other service providers, Region 3 helps children and families find assistance before they reach a crisis requiring Child Protection services. We believe strongly that children and families have a right to live successfully within their communities.

THE PLANNING ENVIRONMENT

The majority of children in Region 3 are doing very well. However, some children and youth need our help through the support of families, communities, and other service provision partners. The following trends and issues have impacted or will impact what support is needed and how it should be provided. These have resulted in the strategic priorities listed below.

<i>Trends and Issues</i> 	<i>Strategic Priorities</i>
<p>Diverse needs and assets</p> <p>Region 3 is made up of a wide variety of communities ranging from a large urban centre, to small cities and towns, to very rural communities. In addition to the geographical communities, there are many cultural communities. Just under 7% of the population have immigrated to Canada since 1991 and 16% are of visible minority. This cultural diversity will likely increase.</p> <p>Aboriginal children continue to make up a disproportionate number of child protection cases. Approximately 21% of children receiving Region 3 protection services are Aboriginal, while only 3% of children within the community are Aboriginal. It is expected that, in the future, more Aboriginal young people will move from reserves to urban centres.</p> <p>Each of these communities has unique assets and needs, and consequently, there are real differences in how services should be delivered within them.</p> <p>At an individual level, children and families in need of assistance have unique assets, needs, and circumstances. When Children’s Services are required, it is critical to respond in a way that best suits the unique characteristics of the family.</p>	<p>Addressing diverse needs by building flexible, relevant services</p> <p>Region 3 will work with geographic and cultural communities to ensure that services are tailored to their needs and assets. Working groups, with relevant service partner participants, will assist us with developing work plans to achieve the following:</p> <ul style="list-style-type: none"> ⇒ Ensure that the unique assets and issues of rural communities are considered and incorporated as Regional strategies are implemented. * ⇒ Ensure that the unique issues and needs of Aboriginal children and families are considered and addressed as Regional strategies are implemented. ⇒ Continue the development and implementation of strategies to ensure that services are relevant to the diverse cultural needs of ethnic communities within the Region. <p>At an individual level, program changes will enable us to provide a more flexible response based on the unique needs, assets, and circumstances of children and families. The implementation of the Alberta Response Model and corresponding changes to legislation enhance our ability to provide a range of services from prevention, to preservation of families, to child protection. Early Childhood Development funding will be invested in programming to enhance parenting skills of families of children age 0-3 years and enhance child care for pre-school children. Our “differential response” model, developed last year, enables social workers to provide a flexible response to families and children experiencing child protection concerns. We will:</p> <ul style="list-style-type: none"> ⇒ Continue to implement, refine, and evaluate a differential response for helping children-at-risk and their families. The differential response provides two alternative pathways of service, depending on the assets, circumstances, and needs of the children and their families: Family Enhancement focuses on family capacity building; Core Protection follows a more traditional investigative approach.

* During the development of this plan twelve Key Strategic Directions were developed in consultation with management, rural team leaders, and the Regional Transitional Advisory Committee. They form the basis of the strategic priorities and are denoted by “⇒” in this section. Appendix A contains a list of the twelve Key Strategic Directions.

Key service delivery trends

Over the past year, as the Alberta Response was implemented, child protection caseloads have decreased. However, the number of children with Permanent Guardianship Orders and Agreements has continued to grow.

Increasing costs per case in the Resources for Children with Disabilities program continue to pose budgetary challenges, and access to services continues to be a concern for rural communities.

The child care community continues to struggle with providing affordable, quality child care while addressing staff compensation issues. Rural communities are particularly challenged by the limited accessibility of subsidized child care.

Enhancing the quality of services

Children need safe, permanent, lasting relationships in order to develop to their full potential. A working group, with relevant service partner participants, will assist us with developing a work plan to:

⇒ Ensure that children receiving Children's Services have stability and permanent relationships by enhancing concurrent planning and permanency planning, and increasing and enhancing permanent placement options for children requiring out-of-home placements.

Working groups, with relevant community participants, will assist us with developing strategies to:

⇒ Continue the strengthening and development of Resources for Children with Disabilities to ensure fair and comprehensive access, while: recognizing the importance of the inclusion of children with disabilities in community life; acknowledging the value of family-centred support; recognizing that integrated, multidisciplinary supports are most effective.

⇒ Continue enhancing the effectiveness and quality of child care services and further integrate these services with other Children's Services.

At a provincial level, the Ministry of Children's Services has introduced a number of changes to improve the quality of services for children and families, including changes in legislation and realignment of Regional boundaries (the latter is discussed in detail under organizational change). A new *Child Welfare Act* will come into effect in the next year. It places greater emphasis on and accountability for: the safety and well being of children; permanent, nurturing homes for children; the involvement of children and families in decision-making; and partnerships in safeguarding children. The Resources for Children with Disabilities program will fall under a separate new Act, the *Family Support for Children with Disabilities Act*, which will come into effect in 2003-04. At a regional level, we will continue working with the Department to plan and develop changes in policy and practice resulting from legislative changes.

Organizational change

The Ministry of Children's Services has amalgamated the 18 former Child and Family Service Authorities (CFSAs) into 10 CFSAs. This will allow the Ministry to more effectively implement changes coming from the *Child Welfare Act*, increase the focus on working more closely with communities, and emphasize a more preventative approach in dealing with children in government care. The changes align CFSA boundaries with the Regional Health Authority boundaries to ensure consistent planning and provision of services, as well as improve governance and administrative management.

With the reorganization comes the opportunity to learn and grow from the strong foundations created by the former Regions and build a new Region with a healthy balance of rural and urban communities. However, the communities formerly served by smaller, more rural-based Regions are concerned that their interests will be overshadowed by Calgary's interests. They are also concerned that the strengths and accomplishments achieved by their former Regions will be lost in the transition.

As a new entity, it will be very important for Region 3 to focus on ensuring that operations are effective and efficient, and that the organization has the capacity to meet challenges and sustain service delivery now and in the future.

Building the new region

As Region 3 enters into the 2003-04 fiscal year as a new entity, we will build on the accomplishments and strategies of the three former Regions and address emergent issues and trends. Transitional planning for the new Region has put in place a framework that ensures a smooth operational transition. In the year ahead, services and the organization will continue to evolve as the transition unfolds and we learn about and from each other. We will:

- ⇒ Continue transitioning to Region 3 using an open, inclusive, respectful process, and create a new Region based on the foundations and legacies developed by the three former Regions.
- ⇒ Examine the service delivery models of the former Child and Family Service Authorities that previously delivered services within Region 3 boundaries (Calgary Rocky View, Hearthstone, and Windsong) and determine a Region 3 service delivery model that best meets the needs of the new Region.

By strengthening Human Resource development, enhancing external and internal communication, ensuring effective Resource Management, continuing the development of quality assurance processes, and gaining efficiencies through the use of technologies we will:

- ⇒ Enhance the organizational effectiveness of Region 3 in order to improve services for children and families.

Building community resources for children and families

Children and families have the right to live successfully within their own communities.

In some child protection cases, maltreatment and subsequent child protection interventions could have been prevented if families had been able to access help from community-based supports. In other cases, protection concerns arise which require an integrated approach between Children's Services and other formal and informal services and supports.

Family violence and mental health issues of parents and/or children continue to be concerns in urban and rural communities. These are good examples of issues best solved by integrated, community-based solutions.

Families of children with disabilities need integrated, community-based supports as they address the special needs of their children.

The new *Young Offenders Act* places a greater emphasis on accessing community-based services for youth, which will likely put increased demands on local services.

Community engagement

New approaches are needed to strengthen the capacity of communities to meet the needs of children and families and improve the integration of services. We will:

- ⇒ Work collaboratively with our communities to build capacity and develop a shared responsibility for the well-being of children and families so that integrated, community-based supports are available to children and families in need of assistance.

A working group, with relevant service partner participants, will assist us as we:

- ⇒ Continue working with partners to increase awareness of family violence issues and enhance supports for individuals who witness or experience family violence within urban and rural communities.

Outcomes and Performance Measurement

The linkages between the strategies identified in the previous section and Children's Services' core businesses and goals are illustrated in the following tables. The strategies tend to be broad-based and, consequently, often address more than one goal; rather than repeat strategies under all relevant goals, they are aligned with the most relevant goal(s). As well, outcomes, performance measures, and targeted performance on these measures are specified.

A Region 3 Operations Plan will be drafted based on the strategies listed in the tables and specific performance indicators will be measured relating to the strategies. Region 3 is committed to demonstrating that services make real and positive differences to the lives of children and families in our community. As a new Region, we will use and develop data sources that support informed planning and decision-making.

Children's Services Core Business 1:				
<i>Promoting the Development and Well Being of Children, Youth, and Families</i>				
Children's Services				
Goal 1.1: Children and youth will have a healthy start in life and the supports they need to reach their potential.				
Outcomes: Children and youth are physically, emotionally, socially, intellectually, and spiritually healthy. Children and youth meet individual developmental milestones.				
Performance Measure	Targets			Data Source(s)
	2003-04	2004-05	2005-06	
% of child care centres that provide a developmentally appropriate environment for children	Increase by 5% over 2002-03 results	Increase by 10% over 2002-03 results	Increase by 25% over 2002-03 results	Child Care Information System (ECERS-ITERS)
% of families accessing Ministry programs who indicate positive impacts for their children		85%		2004/05 Surveys for Resources for Children with Disabilities Program; Foster Care Program; Child Care Subsidy Program
Strategies				
1.1 Continue enhancing the effectiveness and quality of child care services and further integrate these services with other Children's Services.				
1.2 Continue the development of Early Childhood Development programming. <ul style="list-style-type: none"> • Develop and implement programs to enhance the parenting skills of families of children age 0-3 and enhance quality child care for pre-school children. • Continue the Home Visitation program. • Continue programs for families and children impacted by Fetal Alcohol Spectrum Disorder. 				
1.3 Continue the strengthening and development of Resources for Children with Disabilities to ensure fair and comprehensive access, while: <ul style="list-style-type: none"> • recognizing the importance of the inclusion of children with disabilities in community life; • acknowledging the value of family-centred support; • recognizing that integrated, multidisciplinary supports are most effective. 				
1.4 Enhance programming for youth with emphasis on successfully transitioning to adulthood.				

Children's Services Core Business 2: <i>Keeping Children, Youth, and Families Safe and Protected</i>				
Children's Services				
Goal 2.1: Families will be safe, healthy, and able to promote children's development.				
Outcomes: Children, youth, and families overcome at-risk circumstances. Children, youth, and families are safe, healthy, resilient, and self-reliant.				
Performance Measure	Targets			Data Source(s)
	2003-04	2004-05	2005-06	
% of children and youth reported to be at risk who received supports through community resources, and afterwards did not require child protection services	85%	85%	85%	Child Welfare Information System
% of adults staying at government-funded women's emergency shelters who report that they are better able to keep themselves and the children under their care safer from abuse	75%	75%	75%	Women's Shelter Exit Survey
Strategies				
<p>2.1.1 Continue to implement, refine, and evaluate a "differential response" for helping children at risk and their families. The differential response provides two alternative pathways of service, depending on the assets, circumstances, and needs of the children and their families.</p> <ul style="list-style-type: none"> • Family Enhancement focuses on family capacity building. • Core Protection follows a more traditional investigative approach. <p>2.1.2 In support of ensuring the effectiveness of the differential response, work collaboratively with our communities to build capacity and develop a shared responsibility for the well-being of children and families so that integrated, community-based supports are available to children and families in need of assistance (see also 3.2.1).</p> <p>2.1.3 Continue working with partners to increase awareness of family violence issues and enhance supports for individuals who witness or experience family violence within urban and rural communities.</p> <p>2.1.4 Strengthening family-centred support for children with disabilities by increasing families' involvement and responsibility in decision making.</p> <p>2.1.5 Working with the Department, plan and develop changes in policy and practice resulting from the new <i>Family Support for Children with Disabilities Act</i>.</p>				

Children's Services Core Business 2: <i>Keeping Children, Youth, and Families Safe and Protected</i>				
Children's Services				
Goal 2.2: Children in need will be protected and supported by permanent, nurturing relationships.				
Outcomes: Children and youth in need of protective services are protected from further abuse and neglect. Children and youth in care are placed in secure and stable environments that allow for the development of life-long relationships and connection to family and community.				
Performance Measure	Targets			Data Source(s)
	2003-04	2004-05	2005-06	
% of children and youth in care who were reunited with their families or placed with other stable, long-term, living arrangements	Increase by 5% over 2002-03 results			Child Welfare Information System
% of children who suffer severe injury or die while receiving child protection services	0%	0%	0%	Child Welfare Information System
% of children who experience a recurrence of maltreatment within 12 months	Baseline data	= or less than baseline	= or less than baseline	Child Welfare Information System
% of children receiving child protection services who moved two or more times outside their communities in a year	Baseline data	= or less than baseline	= or less than baseline	Child Welfare Information System
% of children in care who maintain a grade advancement rate comparable to the general population	Baseline data	= or greater than baseline	= or greater than baseline	Child Welfare Information System
% of children in care per 1000 child population		Baseline data	= or less than baseline	Child Welfare Information System
Average number of placements a child has while a case is open		Baseline data	= or less than baseline	Child Welfare Information System
Average number of days from admission into care to permanent placement		Baseline data	= or less than baseline	Child Welfare Information System
Strategies				
<p>2.2.1 Ensure that children receiving Children's Services have stability and permanent relationships by enhancing concurrent planning and permanency planning, and increasing and enhancing permanent placement options for children requiring out-of-home placements.</p> <p>2.2.2 Enhance programming for at-risk youth with emphasis on successfully transitioning to adulthood.</p> <p>2.2.3 Continue the implementation of a differential response</p> <ul style="list-style-type: none"> • Monitor the impact of the differential response on Core Protection and ensure that children at risk are kept safe. <p>2.2.4 Working with the Department, plan and develop changes in policy and practice resulting from the new <i>Child Welfare Act</i>.</p> <p>2.2.5 Continue the development and implementation of strategies to ensure that services are relevant to the diverse cultural needs of ethnic communities within the Region.</p>				

Children's Services Core Business 3:
Promoting Healthy Communities for Children, Youth, and Families

Children's Services

Goal 3.1: The well being and self-reliance of Aboriginal children, families, and communities will be promoted, supported, and comparable to that of other Albertans.

Outcomes: Aboriginal communities have the capacity to meet the needs of children, youth, and families.
There is a reduced percentage of Aboriginal children represented in the child welfare caseload.
Aboriginal children, youth, and families receive culturally appropriate services.

Performance Measure	Targets			Data Source(s)
	2003-04	2004-05	2005-06	
% of Aboriginal children in care who are reunited with their families or placed in other stable, long-term living arrangements	Increase by 5% over 2002-03 results			Child Welfare Information System
% of Aboriginal children in care who maintain a grade advancement rate comparable to the general school-aged population	Baseline data	= or greater than baseline	= or greater than baseline	Child Welfare Information System
% of Aboriginal children in care placed in Aboriginal homes		Baseline	= or greater than baseline	Child Welfare Information System

Strategies

- 3.1.1 Ensure that the unique issues and needs of Aboriginal children and families are considered and addressed as Regional strategies are implemented.
- Ensure that the Early Childhood Development, Resources for Children with Disabilities, and Child Care programs address the needs of the Aboriginal community.
 - Develop specific ARM strategies with the Aboriginal community.
- 3.1.2 Strengthen partnerships with relevant service providers.
- 3.1.3 Develop strategies to increase the number of Aboriginal individuals providing support to children and families.
- 3.1.4 Develop strategies to increase the educational attainment of Aboriginal children and youth, particularly those in care, and increase the supports they need for a successful transition to adulthood.

Children's Services Core Business 3: <i>Promoting Healthy Communities for Children, Youth, and Families</i>				
Children's Services				
Goal 3.2: Communities will have the capacity to plan and deliver services that promote the well being of children, youth, and families.				
Outcomes:				
<p>Alberta is recognized for leadership in promoting strong children, families, and communities at the international, national, provincial, and community levels.</p> <p>Communities are responsive to the needs, values, and cultures of children and their families.</p> <p>Children, youth, and families participate in decisions that affect them.</p> <p>Albertans are involved in addressing issues faced by children, youth, and families.</p>				
Performance Measure	Targets			Data Source(s)
	2003-04	2004-05	2005-06	
% of community stakeholders reporting an increase in the community's ability to meet the needs of children, youth, and families		70%		Community Survey, 2004/05
% of planning partners reporting an increase in the community's ability to meet the needs of children, youth, and families	Baseline data		= or greater than baseline	Regional Survey
Strategies				
<p>3.2.1 Work collaboratively with our communities to build capacity and develop a shared responsibility for the well-being of children and families so that integrated, community-based supports are available to children and families in need of assistance, including children with special or complex needs.</p> <ul style="list-style-type: none"> • Support the development of community capacity so that families are able to receive assistance outside of the Child Welfare system. • Continue enhancing working relationships with other relevant service providers to ensure that services are integrated, efficient, and effective (Regional Health Authority, School Boards, Alberta Mental Health, AADAC, Family and Community Support Services (FCSSs), Justice, United Way, etc). • Enhance the alignment of planning between Region 3 and FCSSs that lie within the Regional boundaries. <p>3.2.2 Examine the service delivery models of Calgary Rocky View, Hearthstone, and Windsong and determine a new Region 3 service delivery model.</p> <p>3.2.3 Ensure that the unique assets and issues of rural communities are considered and incorporated as Regional strategies are implemented.</p>				

Other Region-wide Strategies

In addition to the strategies that are tied more directly to the Children's Services goals in the previous tables, a number of other broad Regional strategies will be continued or implemented.

- 4.1 Continue transitioning to Region 3 using an open, inclusive, respectful process, and create a new Region based on the foundations and legacies developed by the three former Regions.
- 4.2 Enhance the organizational effectiveness of Region 3 in order to improve services for children and families.
 - Continue strengthening Human Resource development.
 - Continue enhancing external and internal communication.
 - Continue to gain efficiencies and effectiveness through the use of technologies.
 - Continue the development of quality assurance, performance management, and evaluation of services.
 - Continue to develop strategies to ensure that contracted services are effective and efficient.
 - Continue to ensure that the Region operates within a balanced budget.

STATEMENT OF OPERATIONS

Region 3 Calgary and Area

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	2003-04 Estimate	2004-05 Target	2005-06 Target
REVENUE					
Internal Government Transfers					
Transfer from Department	143,793	145,547	149,829	150,617	153,976
Other Revenue					
Inter-Authority Services	905	1,053	442	442	442
Other Revenue - Donations/External	1,477	1,637	2,355	2,355	2,355
Total Revenue	146,175	148,237	152,626	153,414	156,773
EXPENSE					
Program					
<u>Program Support:</u>					
Board Governance	137	410	154	154	154
Management and Program Support	4,334	2,497	4,266	4,266	4,266
Community Coordination	1,343	1,755	1,425	1,425	1,425
<u>Services to Children and Families:</u>					
Child Welfare	95,009	95,162	97,376	97,750	98,695
Early Intervention	3,723	4,271	2,334	2,748	5,162
Mentoring for Parents	244	1,816	1,816	1,816	1,816
Resources for Children with Disabilities	21,603	21,800	24,942	24,942	24,942
Child Care	15,732	15,717	15,717	15,717	15,717
Early Childhood Development		3,385	3,440	3,440	3,440
Fetal Alcohol Initiatives	182	371	714	714	714
Inter-Authority Services	905	1,053	442	442	442
Valuation adjustments	529				
Total Expense	143,741	148,237	152,626	153,414	156,773
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-
NET REVENUE (EXPENSE)	2,434	-	-	-	-
CHANGE IN ACCUMULATED NET REVENUE (EXPENSE)					
Accumulated Net Revenue (Expense) at Beginning of Year	1,742	4,176	4,176	4,176	4,176
Net Revenue (Expense) for the Year	2,434	-	-	-	-
Accumulated Net Revenue (Expense) at End of Year	4,176	4,176	4,176	4,176	4,176

APPENDIX A - REGIONAL STRATEGIC DIRECTIONS

During the planning process, Region 3 identified twelve key strategic directions for 2003-06. These will be developed in further detail as the Region becomes established. Partners in service provision (e.g., contracted agencies, other funders) will be involved with this planning process. Note that the order in the list below does not reflect priority.

1. **Continue transitioning to Region 3** using an open, inclusive, respectful process, and create a new Region based on the foundations and legacies developed by the three former Regions.
2. **Ensure that the unique assets and issues of rural communities are considered and incorporated** as Regional strategies are implemented.
3. Examine the service delivery models of Calgary Rocky View, Hearthstone, and Windsong, and **determine a new Region 3 service delivery model.**
4. **Continue to implement, refine, and evaluate a “differential response”** for helping children at risk and their families. The differential response provides two alternative pathways of service, depending on the assets, circumstances, and needs of the children and their families: Family Enhancement focuses on family capacity building; Core Protection follows a more traditional investigative approach.
5. Ensure that children receiving Children’s Services have stability and permanent relationships by **enhancing concurrent planning and permanency planning, and increasing and enhancing permanent placement options for children requiring out-of-home placements.**
6. **Ensure that the unique issues and needs of Aboriginal children and families are considered and addressed** as Regional strategies are implemented.
7. Continue the development and implementation of strategies to **ensure that services are relevant to the diverse cultural needs of ethnic communities** within the Region.
8. **Work collaboratively with our communities to build capacity and develop a shared responsibility for the well-being of children and families** so that integrated, community-based supports are available to children and families in need of assistance.
9. **Continue working with partners to increase awareness of family violence issues and enhance supports for individuals who witness or experience family violence** within urban and rural communities.
10. **Continue the strengthening and development of Resources for Children with Disabilities** to ensure fair and comprehensive access, while: recognizing the importance of the inclusion of children with disabilities in community life; acknowledging the value of family-centred support; recognizing that integrated, multidisciplinary supports are most effective.
11. Continue **enhancing the effectiveness and quality of child care services** and further integrate these services with other Children’s Services.
12. **Enhance the organizational effectiveness** of Region 3 in order to improve services for children and families.