

Introduction

Message from chairs

The Child and Family Development Vancouver Coastal Region began its work during the summer, 2002 by first seeking community members who would help create a viable community consultation process; the basis for the subsequent development of the region's business plan - due March 31, 2003.

In response to our request for interested community members to serve on the Integrated Planning Committee we received an overwhelming interest from members of our communities. Committee members were selected based on their interest in planning for a new service delivery model (versus serving on a Board), their expertise, their ability to represent the diversity of our region and their ability to represent the full mandate of our responsibilities to the Ministry and our communities.

We are enthusiastic about how we approached planning, specifically that we had both non-Aboriginal and Aboriginal representation on our Integrated Planning Committee. This allowed us to maximize input into the development of the service delivery model for the non-Aboriginal Child and Family Development Authority, also ensuring during the transition of Aboriginal services to the Aboriginal Authority, the needs of Aboriginal families and children were considered. While the Aboriginal communities are engaged in their own process of developing an Aboriginal Authority for the Vancouver Coastal region, it is our hope that collectively, the Integrated Planning Committee has contributed to the development of a collaborative relationship for ongoing partnerships between the two Authorities.

Our region is very diverse – from isolated rural towns to a very large and diverse urban centre. One size will not fit all. In order to create an effective, responsive, community-based and flexible service delivery model we asked our citizens (in the client base and service delivery base) drawing on their experience and expertise.

As a result of the consultation process, the Integrated Planning Committee was given clear direction from our communities about what was required and desired to create a service delivery model that would support our children youth and families, and the elements necessary for effective governance. The following business plan is based on what we heard from our communities.



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Table of Contents

Introduction	1
Table of Contents	3
Chapter I - Assessing the Situation	5
A...Community Consultation Process	5
B...Regional Profile	6
Current Caseloads	6
Region-wide Themes from Consultations	6
Community Information	7
Richmond.....	7
Vancouver.....	7
North Shore.....	8
Coast Garibaldi	8
Central Coast	8
C...Budget Management	9
D...Core Services Requirements	11
Chapter II – Community Based Service Delivery	13
A...Service Delivery Values and Principles	13
Values	13
Principles	13
B...Service Delivery Strategies.....	14
Some Service Delivery Strategies.....	14
Client-centred	14
Community-based and integrated	14
Focused on prevention and family-support	15
Improved access and equity	15
Strategies to Support Service Delivery	16
Diversity	16
Communication.....	16
Volunteers and peer support	16
Training.....	16
Community capacity-building	17

Collaboration.....	17
C. . Conceptual Organizational Design.....	18
Chapter III – Regional Governance.....	20
A. . Board Composition that Reflects the Region’s Communities.....	20
Composition of the Board	20
Selection Criteria.....	20
B. . Board Structure	21
C. . Facilitation of Community Based Decision-Making.....	22
D. . Corporate Partnerships and Business Ventures	23
E... Fund Raising	23
CHAPTER IV – IMPLEMENTATION	25
A. . Readiness Criteria.....	25
B. . Accountability	26
C. . Implementation Plan	27
Establish Interim Board.....	27
Meeting Readiness Criteria	28
Establishing Community Planning Tables	28
Community Planning Table – Framework & Structure	29
Community Planning Table - Process.....	30
Developing A Child, Youth And Family Support Plan For Their Community. The Plan:	31
Producing a review of the CPT approach, including an evaluation of the successes and recommendations for the future.	31
Relationship Between Two Emerging Vancouver Coastal Authorities	32
A Few Final Thoughts.....	33
References.....	35

Chapter I - Assessing the Situation

A. Community Consultation Process

The Integrated Planning Committee provided the opportunity for input to as many individuals and groups in the region as was possible in a short time frame. Effort was made to make the consultations accessible with facilitators travelling to communities in the region. For example, consultations were held on the North Shore and in Powell River, Squamish, Gibsons, Bella Bella, Bella Coola, Richmond and Vancouver. As well, various interest groups were invited to participate in consultation sessions focusing on specific topics. Examples of these sessions include youth receiving Ministry of Children and Family Development (MCFD) services, members of ethno-cultural communities, MCFD staff, and groups representing a wide range of parents, such as parents with special needs children, adoptive parents, foster parents, and parents involved with the child protection system. Finally, care was taken to include the perspective of professionals and service providers including MCFD staff and partner sectors such as health, education, addiction services, and early childhood development. Wherever possible, existing inter-agency committees and/or networks were asked to host the consultation sessions in order to reach audiences with a stake in the provision of child and family development services.

In total, over 850 people attended 43 sessions held between November 15, 2002 and January 14, 2003. In most cases, the number of participants ranged from 10-30. The 2-hour sessions were facilitated. The input from the sessions was recorded and subsequently consolidated into a Community Consultation Report, which was presented to the Integrated Planning Committee.

In addition to the face-to-face sessions, individuals and groups could submit a written response instead of, or in addition to, participating in the community sessions. The consultation background material, including specific questions, was widely distributed and was also posted on the MCFD change web site. Written responses were sent directly to the Community Consultation Co-ordinator, Zena Simces.

In response to feedback from Mental Health and Youth Justice practitioners and stakeholders, specific consultation sessions were established to hear from these two program areas. Two one-day sessions were held in February 2003, with a total of 41 participants attending the Youth Justice forums. Four two-and-a-half to three-hour focus groups were held during a three week period between December 19th 2002, and January 10th 2003, regarding Child and Youth Mental Health with a total of 72 attendees.

B. Regional Profile

- Over one million people live in the Vancouver Coastal Region. The diverse urban majority in the lower mainland with varied complex communities (91%), contrasts with the dispersed rural minority with communities spread over distance and geography (9%).
- One in twenty people in the region are Aboriginal (5%). There is a sizeable urban Aboriginal population as well as several land-based First Nations.
- The communities in the region are defined by geographic area, as well as by the many ways that people identify themselves with a larger “community” group.
- Services in the region include Family Development and Child Protection, Youth Justice, Child and Youth Mental Health, Youth Services, Early Childhood Development, as well as some services for children and youth with special needs, including supported childcare.

Current Caseloads

Service Area <i>*Figures include Aboriginal Agencies</i>	January 2003 – caseloads			Total Rate (per 1,000)	Rate based on regional pop'n that is age:
	Aboriginal	Non-Aboriginal	Total		
Children in Care – non-CLS*	806	603	1,409	7.2	0-18
Children in Care – CLS*	18	68	86	0.4	0-18
Family Service (files)	625	1,747	2,436	2.4	Total
Youth Justice – Probation	Not available	Not available	552	8.4	12-17
Youth Services	31	79	110	1.4	12-18
Mental Health – Under 19	Not available	Not available	1,620	8.3	0-18

Region-wide Themes from Consultations

- There is a strong desire for greater community-based planning and decision-making.
- Youth are seeking practical and respectful assistance with the various challenges many are facing. They want the opportunity to build upon their strengths. They also want continuity in services and relationships with the adults working with them.
- The region’s growing ethno-cultural communities want to be better represented overall in service and program areas. There is a need for greater mutual understanding, more culturally specific programs, improved ethno-cultural staffing and cultural competency training.
- Schools Boards are seen as key partners in service delivery (community schools and school-based programs), as are the Health Authority, municipalities and community agencies.
- Rural areas describe their collaborative and integrated initiatives as successful, but the lack of local specialized services is a common concern; conversely, consultations in some urban areas show a concern about the limited integration and collaboration among the services that do exist.

- There are concerns about the continuity of service providers and social workers for clients, as well as a need to improve community perceptions of child protection work. Some parents who have been involved with MCFD feel mistrust and are not confident in the system.
- A primary issue for parents is meeting their family's "basic needs" in the face of poverty and a difficult economy. Many also had concerns about the context in which the region is moving to governance, such as: Ministry of Human Resources' reforms to welfare, disability benefits and childcare subsidies; MCFD budget reductions; and, continuing organizational change by MCFD.

For more information on consultation, please see report at:

www.mcf.gov.bc.ca/change/vc/pdf/vc_report_mar_2003.pdf

Community Information¹

Richmond

- 35,000 children and youth under 19 years old (20% of Richmond population).
- Very multicultural: 39% are of Chinese origin and a further 20% are members of other "visible minority" groups.
- High health status.
- Consultations in Richmond indicate strong inter-sectoral working relationships, and also concerns about the difficulty in accessing some services available in the lower mainland.

Vancouver

- 104,000 children and youth under 19 years old (17% of Vancouver population).
- Very multicultural; almost half of the people (48%) are members of a "visible minority" group.
- Consultations in Vancouver show a desire for services to be delivered through integrated community hubs with a strengthened model of the current six networks, as well as a need to improve current communication, collaboration and co-ordination.
- Large urban Aboriginal population.
- Health status is stratified across different neighbourhoods.

¹ For further information on the consultations in each community, please refer to the Community Consultation Report attached.

North Shore

- 38,000 children and youth under 19 years old (20% of North Shore population).
- One of healthiest and wealthiest areas in the region (and in the province).
- Consultations on the North Shore indicate healthy inter-agency collaboration as well as support for early childhood development programs, and also concerns about the perceptions of affluence affecting decisions about the provision of services in the area.
- Indicators and issues in the City of North Vancouver reflect more challenges relative to other North Shore municipalities.

Coast Garibaldi

- 17,000 children and youth under 19 years old (22% of Coast Garibaldi population).
- Dispersed communities in Sea to Sky corridor (Squamish, Whistler, Pemberton), Sunshine Coast (Gibsons, Sechelt, Pender Harbour), and Powell River (Powell River, Texada Island).
- Growing population near Vancouver.
- Several land-based First Nations.
- Lower health and education status relative to urban centres.
- Consultations in these communities describe strong collaborative community processes and committees, as well as concerns about the lack of local specialized services and decisions being made in urban areas about rural programs and services.

Central Coast

- 1,500 children and youth under 19 years old (30% of Central Coast population).
- Isolated coastal communities and inland communities linked to Cariboo/Chilcotin.
- Majority of population is Aboriginal.
- Low health and education status.
- Indicators of children and youth at risk among highest in province.
- Consultations in Central Coast communities indicate community initiative in collaborating to address local needs with limited funding, as well as a desire for more community-based decisions about planning, programs, and service delivery in the area.

Sources: Population health indicator data from BC Stats; Ethnicity data from Statistics Canada, 2001 Census.

C. Budget Management

The Integrated Planning Committee has strong misgivings about the ability of the region to successfully move towards regional governance given the magnitude of the budget reductions proposed. The proposed budget cuts of approximately 31% over 2 years in the Vancouver Coastal Region undermine the move to community governance, as experience in other jurisdictions has demonstrated. The Integrated Planning Committee wants the implementation of regional governance to be successful and believes undertaking such significant budget cuts will diminish the viability of community governance, jeopardize the vision of the Ministry and adversely impact our children, youth, families and communities.

**Please note that these figures are tentative and draft as we do not yet have accurate budget figures. These figures include funding for both the Aboriginal and non-Aboriginal operations.*

There are two processes that are impacting the budget for the Vancouver Coastal region over the next 2 years. The Ministry of Children and Family Development has committed to:

- Reducing the total Ministry budget by 23% by April 1, 2005.
- Using a socio-economic model to determine regional budget allocations.

Together these two processes total an approximately 31% budget reduction for the Vancouver Coastal region.

In fiscal 2002/2003, the Vancouver Coastal operations budget for Child and Family Development programs and services was \$145.6 million. The Ministry has established Vancouver Coastal region budget targets for the next two years.

In fiscal 2003/2004, the budget is \$128.8 million, which reflects a \$16.8 million reduction:

- \$9.7 million budget reduction
- \$7.1 million reduction from the socio-economic model allocation

In fiscal 2004/2005, the budget will be \$100.1 million, which reflects a further \$28.7 million reduction:

- \$28.5 million budget reduction
- \$0.2 million reduction from the socio-economic model allocation

In response the region's primary strategy to meet the \$128.8 million budget for the fiscal year 2003/2004 has been to reduce the residential cost of children and youth in care. The region will also need to implement direct staffing reductions (primarily via Voluntary Departure Program and Early Retirement Incentive Program) and work towards a total staffing reduction of 19% by April 1, 2005. This will also reduce associated infrastructure costs.

Reducing residential costs is the strategy taken because this is currently the largest proportion of expenditures. It also follows the Ministry's intent to ensure that the least intrusive measures are used when intervening in the lives of children, youth and families.

- By piloting processes such as Family Group Decision Making Conferences, and using a Differential Response to Child Protection concerns, the region is aiming to support the early intervention and resolution of difficulties in families before it becomes necessary to remove children and youth from their families.
- When it is necessary to remove children and youth in order to protect them, rather than placing children into residential care, the region is seeking placements with relatives and extended family, when possible. These approaches are also supported by best practices, which show that children and youth in care over a long period of time tend to have poorer outcomes than those who are able to remain with kith and kin and in their own communities.

At the end of fiscal 2003/2004 the region has invested \$2 million in one-time-only strategic investments to advance the initiatives mentioned above which are expected to help achieve budget targets.

In order to advocate for adequate funding to support the mandate of the Authority it is recommended that a process be established to track the impacts of the budget cuts on child, youth, families and communities over time so that supportive evidence is available.

D. Core Services Requirements

Core services are the critical range of services available to children, youth and families, as required by legislation and government priority. The Vancouver Coastal CFD Authority will meet core service levels through a collaborative, integrated approach to service delivery across the region's communities.

The Vancouver Coastal CFD Authority will meet the Ministry's identified five Core Service Requirements²:

1. Promote service principles that support best practices and build on community strengths.
2. Comply with legal requirements, protocols and memoranda of understanding.
3. Develop service plans that are consistent with the Ministry's service plans.
4. Provide services that are required under federal-provincial cost-sharing agreements.
5. Use other provincial frameworks, documents, and plans that will assist regional service delivery.

The key legislation which determine the core services of the CFD Authority are:

- Child, Family and Community Services Act
- Community Services Interim Authorities Act
- Adoption Act
- Mental Health Act
- Youth Criminal Justice Act (Federal)
- Young Offender's (British Columbia) Act
- Correction Act (sections)
- Family Relations Act
- Infants Act
- Office for Children and Youth Act
- Community Care Facility Act
- Society Act
- Freedom of Information and Protection of Privacy Act
- Budget Transparency and Accountability Act
- Balanced Budget Act

² The details of these five Core Service Requirements are provided in "Core Service Requirements for Regional Child and Family Development Authorities and Aboriginal Authorities", January 2003, Ministry of Children and Family Development. This document is available on the web at: www.mcf.gov.bc.ca/change/pdfs/core_service_requirements.pdf

D. Core Services continued

Core services in the region will include:

- Services related to early childhood development
- Services related to children with special needs
- Services to assist families in caring for their children and youth
- Mental health services for children and youth
- Adoption services
- Support services provided to youth at risk
- Child protection and guardianship services
- Services for youth in conflict with the law

To achieve core service levels, in addition to complying with the five Core Service Requirements, the CFD Authority will:

- Identify key outcomes and indicators for core service areas.
- Assess community assets and work with communities to establish plans and objectives for child, youth and family services.
- Plan and collaborate with partner group sectors and community-based organizations.
- Set priorities and distribute resources within established budget allocations.
- Deliver core services directly and indirectly.
- Provide service to those in need by co-ordinating access to core services and managing available resources.
- Monitor, evaluate, and report on achievement of identified outcomes.

Chapter II – Community Based Service Delivery

A. Service Delivery Values and Principles

Values

Respect
Integrity
Equity
Diversity
Accessibility
Self-determination
Social Justice³

Principles

- All children, youth, families and communities have strengths and potential.
- Building on the capacity of individuals, families and communities requires a holistic, collaborate approach and adequate resources.
- Positive social change guided by integrity and respectful, caring relationships.
- Prevention and early intervention are the primary focus of the Authority.
- The diversity, history and uniqueness of each child, youth, family and community is respected and celebrated.
- Accessibility and choice of services are enhanced.
- Staff provide quality service when valued and supported.
- Services to non-Aboriginal and Aboriginal communities are improved by building on the collaborative relationship between the two emerging Vancouver Coastal Authorities.
- Building on the collaborative relationship between other child and family serving Ministries and partners strengthens services to children, youth and families.
- Positive outcomes are achieved by providing effective programs and services.

³ The Integrated Planning Committee struggled to agree on a definition of social justice. The intention is to develop policies, practices and an organizational culture that encompasses, but is not limited to, fairness, balance of power, recognition of historical biases that contribute to oppressive practices, advocacy, and equity of outcome.

B. Service Delivery Strategies

The Integrated Planning Committee's consultation process raised many strategies for delivering services. In addition, it is recognised that outcomes and indicators will need to be identified as we move forward. Following is an overview of some proposed service delivery strategies arising from consultations.

Some Service Delivery Strategies

Client-centred

- Focus on working with the family as a whole, including the extended family.
- Involve youth, families and communities in decision-making that affects them.
- Provide practical and respectful supports.
- Facilitate continuity of services and service providers.
- Diversify residential programs, as one type of service should not be expected to fit all, especially for youth.
- Provide alternative care options that offer a family environment and choices to encourage stability for children and youth, when children cannot be safely cared for in their own homes.
- Provide home visitation and other outreach strategies as key components of services.
- Include support services for key transition periods.

Community-based and integrated

- Use integrated case management and wrap-around approaches.
- Co-locate and/or integrate services in community hubs, where possible. Locations identified include neighbourhood houses, community centres, family places and schools.
- Increase the availability of ethno-cultural workers and interpreters, and have ethno-cultural service teams support the delivery of services.
- Have multi-disciplinary teams link key service providers that include sectors such as health, mental health, addiction services, justice, housing, income assistance, day care, education, etc.
- Create co-located or integrated "youth-friendly" locations as part of a holistic approach to service delivery for youth, which may include addiction programs, youth justice, anger management, skill development, counselling, recreational services, and safe housing.

- Enhance existing school-based models and establish formal linkages with school boards to explore shared space and joint programs.
- Provide a range of integrated services for children with special needs and their families including Supported Child Care and Infant Development Program.

“Each community should be supported to come up with its own plan.”⁴

Focused on prevention and family-support

- Provide a range of integrated early childhood development services.
- Develop family capacity by offering parent education and support groups focusing on child development and healthy family relationships.
- Provide supports to children, youth, and families before a crisis occurs, and provide intensive supports to families for child protection and family violence situations.
- Create a prevention role for youth services and youth justice.
- Collaborate with other sectors and ministries to promote universal prevention services.
- Promote early identification (screening) and intervention services for children with special needs to address problems earlier.

Improved access and equity

- Improve access to services in local communities and neighbourhoods, including access to specialized services in rural areas.
- Balance the spectrum of services available across the region by exploring creative options and approaches where needed.
- Build on existing ethno-cultural programs and provide appropriate ethno-specific services for parents, families and youth.
- Provide information and referral services in each community to respond to the needs of children, youth and families in a welcoming atmosphere.
- Facilitate access to services that include self-referral or referral by community agencies, not only referral by the CFD Authority.
- Create more flexibility and accessibility for some programs with, for example, different hours of operation or more user-friendly locations.

“There is not one solution for everyone.”

⁴ All quotes, unless otherwise noted, are from the Vancouver Coastal Community Consultations.

Strategies to Support Service Delivery

Diversity

- Facilitate strategies to increase awareness about cultural diversity⁵.
- Facilitate strategies to employ staff, where possible, who reflect the diversity of the community.
- Ensure that mission statements, operating plans, policy and practice standards clearly state and reflect the CFD Authority's commitment to diversity.

Communication

- Provide individuals, families, and communities with information on service options.
- Provide information, where possible, in the primary languages used in the region and develop the regional CFD Authority's capacity to use ethnic and other media.
- Develop and implement a communication/public education strategy devoted to ensuring information is available and communicated to all stakeholders and the public outlining the work of the Child and Family Development Regional Authority and educating stakeholders and the public on critical child and family issues.

Volunteers and peer support

- Promote volunteer coordination and supervision, training and supports (such as debriefing and advice) to volunteers who assist with service delivery.
- Create a structure and resources for mutual aid, peer support and volunteer involvement in service delivery.

Training

- Promote and/or provide cultural competency training of service providers and staff.
- Promote and/or provide community development training.
- Learn from the experiences of service users (clients) by involving them in the training of service providers and staff.
- Facilitate training that promotes an awareness of social justice issues and reduces the unintentional demonstration of oppressive practices.

⁵ Cultural background includes our racial and ethnic backgrounds, religion, gender, language, socio-economic status, sexual orientation and other personal traits, abilities and disabilities, birthplace and family make-up. Our cultural backgrounds influence the decisions we make, how we think and behave, what beliefs and values we hold, the traditions and customs we follow, and how we communicate with other people.

Community capacity-building

- Support community development and partnerships that build on the strengths of individuals, families and communities (including ethno-cultural communities) to enhance their capacity to address their own needs.
- Support geographical communities and neighbourhoods in developing their unique service delivery solutions, including flexibility to address rural differences.

Collaboration

- Establish partnership arrangements with Vancouver Coastal Aboriginal and Community Living Authorities, provincial ministries, levels of government, and other sectors to enable integrated planning and service delivery for children, youth, and families. Sectors should include health, education, advanced education, mental health, addiction services, income assistance, day care, housing, and justice.
- Identify best practice expectations and common indicators to facilitate decision-making around community needs and resources.
- Develop a common vision for Child & Youth Mental Health Services for the region and establish a clear understanding of the range of mental health services in various communities, (including those not formally part of Child & Youth Mental Health Services) to enable potential service collaborations.
- Create an Early Childhood Development and Mental Health joint action plan for the long-term development of community support programs for families throughout the region.

C. Conceptual Organizational Design

“The challenge is to create a model of services that is unique to each community, yet providing enough common services that families can live anywhere in the region and be assured of access to a whole range of required services.”

Conceptually, our vision is to create a holistic, client-focused service delivery system, for children, youth and families in the Vancouver Coastal Region.

To achieve this vision, **at the family and individual level**, the CFD Authority could:

- Provide comprehensive prevention and early intervention programs to support children and families before crises emerge.
- Provide wraparound services using an approach that is culturally competent, client-directed, and asset-based to support children, youth, and families by weaving informal and formal services together as needed.

To achieve this focus on individual children, youth and families **at the service delivery level**, the CFD Authority could:

- Implement multi-disciplinary, integrated teams that are culturally competent, community based and use a wraparound approach.
- Create service access points that best work to meet the diverse needs of children, youth and families.
- Provide information about what services are available and how to access them.

To achieve this service delivery approach, **at the community or neighbourhood level**, the CFD Authority could:

- Develop a process for meaningful community involvement in determining what services should be available and where they should be delivered in their community. This process could build upon existing community based partnerships, such as those that represent a geographical community, a specific program area, or region-wide community.

To achieve this community or neighbourhood based approach, **at the Regional level** the CFD Authority could:

- Establish formal linkages with key partners, such as health, education, mental health, addictions services, housing, income assistance, childcare, supported childcare and community living.
- Set parameters for region-wide continuity of services so that children, youth and families can access services needed as they move throughout the region.
- Coordinate service linkages with other regional children and family development authorities (in particular, the Vancouver Coastal Aboriginal Authority).
- Advocate for increased inter-Ministry collaboration and planning, supported through formal linkages and joint agreements.

“Stove pipe planning and service delivery must stop.”

Chapter III – Regional Governance

A. Board Composition that Reflects the Region’s Communities

Composition of the Board

The Vancouver Coastal Planning Committee has already advised the Province that the Interim Board should comprise of persons who meet specific Selection Criteria and who represent the diversity of the Region in terms of geography, ethnicity, skills and life experience.

Selection Criteria

Successful applicants will:

- Be a resident of BC and live within the Vancouver Coastal Region
- Be free of real or perceived conflicts of interest
- Demonstrate an orientation to action and achievement of results
- Have integrity and high ethical standards
- Demonstrate a track record of a balanced approach to decision-making as opposed to special interest advocacy
- Demonstrate an understanding of community governance
- Respect diversity
- Have a proven capacity to raise for discussion, and work towards solutions to, controversial issues
- Possess strong communication skills: the ability to listen, understand and respond effectively
- Demonstrate the ability to think strategically
- Possess a genuine and proven interest in the well being of children and families
- Proven ability to work as a member of a team to accomplish results
- Demonstrate a proven record of community service
- Be willing and able to commit 28 to 40 hours of time per month to the work of the Board
- Have had experience in managing change and performance in a leadership role

B. Board Structure

While legislation provides the overall structure of the CFD Authority, the Interim Board will be responsible for establishing a governance model that includes overall processes and structures that supports the achievement of desired results. The development of a governance model should encourage a strong working relationship with the CEO, ensure accountability and manage fiduciary responsibilities.

Processes and structures are often developed through the establishment of committees to help ensure that key issues can be examined in detail and within the necessary time frame. There are many processes and structures that can be established to direct and manage the organization, such as those that deal with public involvement, risk management, legal liability, planning and evaluation. Over time, these should evolve to support a balance between stability and flexible response to meet the needs of the organization, stakeholders and public.

The initial focus, however, will be on examining processes and structures that support the emerging CFD Authority. During this early period in the shift to governance, it is recommended that the Interim Board develop structures that will address the following areas that will support the CFD Authority in:

- Establishing a comprehensive governance framework to document governance principles, policies and practices.
- Clarifying the Interim Board's understanding of its roles, responsibilities and relationships with the provincial government, regional management, and communities.
- Providing orientation and information about statutory responsibilities, legal obligations of Interim Board members, conflict-of-interest issues, and relationships between various partners.
- Developing an understanding of, and plans for, meeting the Ministry Readiness Criteria; and subsequently meeting accreditation requirements.
- Establishing accountability mechanisms, such as: who is accountable for what, how monitoring and reporting are to be carried out, and how Interim Board performance is to be evaluated.
- Scrutinizing quarterly and annual financial statements, approving internal audit plans and reports, and overseeing internal and external audits.

- Advancing effective Inter-provincial, Inter-Ministry, inter- and intra-regional, and cross-sectoral communication and working relationships by establishing and maintaining partnerships and protocols.

C. Facilitation of Community Based Decision-Making

Community members express a strong desire to be involved in the decision-making that affects them. They want Board decisions to be made with a clear understanding of the priorities of various communities and neighbourhoods around the region.

The consultations indicate that communities want the Board to establish or enhance local tables/councils to facilitate community-based decisions. It is suggested that these tables would be made up of service providers, consumers, and residents who are representative of the population within each area/community.

Community consultations also show that there is a desire for such tables to facilitate the accountability of the Board back to communities. It is also suggested that a Board member participate at each table wherever possible.

Additional avenues for community input, communication and linkages to the Board identified in the consultation include:

- establishing links between the Board and interested groups in the community, such as early childhood development, ethno-cultural communities, families with children with special needs, and youth, etc., where a Board member could assume responsibility in working with a given area of interest;
- holding open Board meetings;
- publishing Board meeting agenda and minutes;
- enabling presentations to the Board from communities;
- holding meetings and forums in locations throughout the region;
- providing Board and CFD Authority information in plain language, including languages other than English;
- using a variety of communication tools to reach various audiences; and

- designing and maintaining a web presence that would be a means of providing and receiving information.

D. Corporate Partnerships and Business Ventures

With the emerging structure of a CFD Authority, there will be a new capacity to develop more flexible partnerships and ventures. The Planning Committee recommends that the Interim Board closely examine how this could develop and establish procedures prior to proceeding, that clearly address such areas as principles, due diligence processes and limitations. The public's concerns about creating a commercialized environment for child and family services, including unknown factors about what such commitments may entail, need to be explored and addressed.

Even so, successful partnerships such as a recent Early Childhood Development partnership, need to be examined as a means of increasing service access, availability and continuity. For example, while in care a young person can be financially supported to participate in activities which allow them to socialize with a different group of peers. However, such resources are available to them once they move out of care and return to their own family. Partnerships that allowed the CFD Authority to provide enriching experiences would be beneficial.

“When I was in care I was in a dance group and that really worked for me. When I went home we didn't have any money so I couldn't go. So what do you have to do? You just go and get caught in the wrong crowd again.”

E. Fund Raising

Initially, the Interim Board will have to focus on establishing the service delivery structure and related policies and procedures outlined in other parts of this Business Plan. Over time there will be more opportunity and resources to devote to fundraising and the use of volunteers. Fundraising should always be targeted to *enhancing* the service continuum, while it would remain the Ministry's responsibility to fund core services. Fundraising can enhance but not replace government funding. Volunteers should be drawn on to augment the CFD Authority's ability to serve the community.

E. Fund Raising continued

Volunteers can greatly increase the organization's ability to serve the community as well as raise awareness in the community regarding the mandate of the CFD Authority. However, to be effective, sufficient funding must be available to enable the appropriate development, supervision and support of volunteers. Consideration must be given to identifying the roles and responsibilities volunteers may assume and the screening, assistance and ongoing supervision required to support a successful volunteer program.

As financial pressures increase across many sectors, it is important to consider ideas of collaboration and partnership in this arena too. As an economic centre, Vancouver has many businesses and industries to approach as donors. The Interim Planning Committee is aware that many groups are turning to fundraising at the same time. While there is a desire to maximize the benefits for the Vancouver Coastal CFD Authority, our efforts should not be at the expense of other partners. The health of our communities depends on our ability to work together for common goals.

CHAPTER IV – IMPLEMENTATION

A. Readiness Criteria

The Ministry has identified a number of criteria, called Readiness Criteria, which each Interim CFD Authority will need to meet to become a permanent Authority. These Readiness Criteria are outlined in a number of documents and responsibilities are assigned to various stakeholders in the transition process. A detailed overview of these criteria can be found elsewhere⁶, however, the Interim Board may want to pay particular attention to the following areas related to organizational design and service delivery.

A number of readiness criteria focus on the need to ensure and demonstrate stakeholder involvement in service planning and reporting on service delivery objectives. This will require a communication plan, which links the Ministry headquarters' functions, to the Interim CFD Authority and through them to the communities of the region. It is essential that information flows between key stakeholder groups - from policy makers to regional planners and decisions makers, such as Interim Board members and the senior executive of the Interim CFD Authority, staff through to community stakeholders. The information must focus on the following key areas:

- clarity of roles and decision making;
- development of detailed service delivery plans;
- budgets and outcome measures;
- reporting to stakeholders on plans and measures; and
- issues management and media relations.

The community consultation results are consistent with the readiness criteria that call for stakeholder involvement in service delivery planning. As has been reflected repeatedly in this business plan, the community has a strong desire for more direct input and influence on the operations of the Ministry of Children and Family Development. The challenge for the new CFD Authority will be implementing this stakeholder participation in a way that is both meaningful and manageable.

Many of the readiness criteria assigned directly to the Interim Board focus on ensuring that processes and strategies for enabling involvement in planning and effective communication are in place. The community consultation also clearly outlines this expectation of the Interim Board from various communities throughout the region.

B. Accountability

“Accountability stems from a relationship . . .

Key elements to sound relationships are communication and respect”

(Source: Corporate Accountability and Performance Framework Executive Summary. Available on the web at www.mcf.gov.bc.ca/change/pdfs/accountability_summary.pdf)

The Board will be accountable to the public through both the Minister and through the communities it serves. It is also accountable to clients. Sound relationships along with clearly articulated responsibilities and expectations will characterize the CFD Authority’s accountability. Together, the Ministry and CFD Authority are accountable for:

- Effective Governance
- Planning, Service Delivery, and Results
- Financial Performance
- The Capacity and Conduct of Business

(Source: ibid.)

The Board will be accountable to the Minister through avenues established by legislation and required reporting mechanisms. Key documents that outline this level of accountability and the related reporting requirements include the *Corporate Accountability & Performance Framework* and the *Budget Transparency and Accountability Act*.

The Board will be accountable to clients and communities through many avenues, beginning with improved relationships with communities and through community-based planning. The community consultations found a consistent, strongly held desire for accountability to the communities it serves. Accountability can be demonstrated by the following action:

- Create Board processes and committees to link the Board and its members to communities, both geographic and interest-based.
- Produce and provide information on resource requirements and advocate for the resources to meet the requirements.
- Report on provincial performance measures – regionally and at local levels.

⁶ See “A Guide to Establishing Interim Authorities’ Readiness for Transition to Permanent Authorities”, Ministry for Children and Family Development, March 14, 2003.

- Establish a performance evaluation framework with communities that will include priority outcomes identified by each community.
- Promote the CFD Authority's responsibilities and service areas through an improved communication strategy.
- Publish a plain language annual report, with information also printed in newspapers throughout the region, reporting on how funds have been used and what results have been achieved.
- Maintain informal and formal appeal/support processes for clients, including identifying a key contact to which one goes beyond the CFD Authority - when needed.
- Operate on the basis of transparency and openness.

The *Corporate Accountability and Performance Framework* is designed to be responsive, to be changed as needed, and to be built upon with experience. The CFD Authority will address accountability through this dynamic lens as it moves to a different governance model and develops relationships with communities.

C. Implementation Plan

To move forward in implementing the suggestions and strategies identified in this Business Plan, it is recommended that beginning April 1, 2003, the Interim Board focus on four key areas of activity:

- Establish Interim Board
- Develop and Implement a Plan to Meet Readiness Criteria
- Establishing Community Planning Tables
- Relationship Between Two Emerging Vancouver Coastal Authorities

This section outlines recommendations regarding specific steps that need to occur over the next few months.

Establish Interim Board

With the completion of the Business Plan, the Integrated Planning Committee has successfully completed its' task and the Committee members will step down at end of March 2003. The appointment of an Interim Board is anticipated by May 2003. Through the transition of the next few months, it is recommended that those selected to serve on the Interim Board pending Board Resourcing and Development Office (BRDO) approval, gradually replace the Integrated Planning Committee members stepping down. The previous members of the Integrated Planning Committee agree to act, if requested, as a non-decision making advisory/reference group to the newly appointed Interim Board.

Meeting Readiness Criteria

With the completion of the planning phase and the pending appointment of the Interim Board, the Interim CFD Authority is tasked with the planning and development of the Permanent Authorities through the completion of MCFD “Readiness Criteria”.

To achieve Permanent Authority status it is recommended that a plan be developed to ensure that Readiness Criteria are achieved in a timely manner. Responsibility for specific Readiness Criteria areas should be delegated to the Interim Board Chair, ICEO and members of the regional management team, as appropriate. The person responsible for each area would develop a work plan (including resources required and timelines) for completing the assigned readiness criteria. Within the work plan, the person responsible for each area could delegate tasks to the most appropriate person to complete, regardless of position. Risks and barriers should be identified and addressed in a timely manner. This could be achieved through the use of a project manager responsible for tracking the overall progress across the region.

“Becoming ready according to this Guide means working in Partnership with the various entities involved. Even though each Readiness Criterion lists the primary stakeholder, other stakeholders may play a role in the completion of a certain Readiness Criterion ”⁷

It is recommended that the Readiness Criteria be linked to the Council on Accreditation (COA) Standards, where possible. Meeting the Accreditation Standards will be a key task for the Permanent CFD Authority. Establishing policies and procedures that will both address the Readiness Criteria and the Accreditation Standards will ensure that time is spent effectively and that the region is well positioned to move into the Accreditation planning phase.

Establishing Community Planning Tables

The consultations reaffirmed communities’ desire to be more directly involved in the decision making about the services available in their communities. One of the key concepts for community decision making is the idea of community councils or planning groups. This concept has been recommended many times and there continues to be widespread support for it.

⁷“A Guide to Establishing Interim Authorities’ Readiness for Transition to Permanent Authorities, March 14, 2003.”

It is proposed that Community Planning Tables (CPT) be established to work together with the Board to plan service delivery models for their communities. In some places, these may build on existing committees. The structure of the CPTs should support and reinforce a community-based approach versus an Authority driven process. It is anticipated that this approach will provide for regional consistency in access, availability, quality and continuity of service, while at the same time respecting the community need for flexibility in services and service delivery approaches. This approach assumes each community is unique and has differing needs and available resources.

Community Planning Table – Framework & Structure

The Board will have a legal obligation and be ultimately responsible and accountable, to both the Minister and the community for service delivery within the region. The Board would work with the CPTs to provide a planning framework, which may include information on:

- core service requirements
- the continuum of services that are within the mandate
- the service entitlement for each community
- regional outcomes
- community profiles, and
- best practices and programs that are most effective

The Board will also work with the CPTs to ensure key considerations are taken into account. These may include:

- services to meet the core service requirements
- programs to be delivered where and when the need exists
- mandated services to be incorporated into a community service delivery model and not be provided in isolation
- highly specialized, time limited services available on a regional basis where the cost to do so in every community is not supportable
- need to decrease costs, for example, through a decrease in funded agency infrastructure

Based on examples already working in communities within the region, the size of each table may be up to 12 people. The composition would represent a balance between those who provide services, those who receive services, those who support services, and those who can speak to the uniqueness of each

community.⁸ The involvement of key partners is critical to ensure community linkages and innovation. The Authority will ensure that CPTs will be able to access supports and staff expertise including areas such as best practices and programs. Wherever possible, a Board member would participate on the CPT.

Community Planning Table - Process

It is recommended that each Community Planning Table undertake a visioning exercise at the beginning of this process to clarify the goals they wish to accomplish for their community. Using the framework information provided by the CFD Authority and other pertinent community information, the CPT would provide advice to the Board with respect to:

- what services are needed
- how much of each service is needed
- where and how these services should be provided

The CPT would not engage in discussion or provide advice regarding:

- which agencies should be funded to deliver services outside of a bidding process
- confidential information on clients
- complaints about individuals and/or personnel matters

Each Community Planning Table will be responsible for producing: 1) A *Child, Youth and Family Support Plan* to be reviewed, approved, and implemented by the Board, and 2) A report reviewing the CPT approach in their community.

⁸ As the proposed establishment of CPTs reflects a shift in decision making from the Ministry to communities, the CPTs should be established and operate in a manner which minimizes the historical power imbalances among those who provide, support and receive services.

Developing A Child, Youth And Family Support Plan For Their Community.

The Plan:

- would include a catalogue⁹ of services describing what, where, when and how services will be offered, how to access/register for services, as well as key outcome measures.
- would likely identify programs that are offered over the long term, such as those to support capacity building (e.g. mutual aid/self-help). These types of programs can support prevention and early intervention within the community, initiate referrals to other programs as required, and provide exiting supports to clients that have received more intensive and specific services.
- would also identify programs where there is a specific goal and the service is time limited (e.g. improved skills in parenting teens). These could be offered periodically throughout the year in a variety of community locations. This would improve flexibility in the variety of programs available, where the programs are offered, and the manner in which the programs are presented (e.g. classroom or “natural learning environment”).
- could also include innovative ideas for partnering that may be funded through grants, fund raising or corporate partnering.

Each CPT would be responsible for submitting their *Child, Youth and Family Support Plan* to the Board.

The Board would be responsible for reviewing and approving each Plan.

Once Plans are approved, the CFD Authority will determine the most efficient and cost effective manner to contract for services. Members of the CPTs can work together with the Authority’s contracting unit to clearly articulate required program specifics and desired outcomes, as well as to evaluate submitted proposals.

The CFD Authority would also work with the CPTs to monitor and evaluate services provided, including reporting on outcome indicators. The CFD Authority would also work with the CPTs to assess changing community needs and adapt or establish services to meet those needs within the system.

Producing a review of the CPT approach, including an evaluation of the successes and recommendations for the future.

Initially there could be an annual evaluation and redrafting of *Child, Youth and Family Support Plans*. This would enable the CPTs to reassess community needs, identify successes, strengthen partnerships and refine service delivery.

⁹ Using the regional planning framework provided, this catalogue (or directory) of services, would also become part of a regional index of services. One could then look up and/or create reports on services by community, by the type of program, or by the dates some programs are provided.

Relationship Between Two Emerging Vancouver Coastal Authorities

The Integrated Planning Committee, having both Aboriginal and non-Aboriginal members, has been able to consider issues that may arise in the future with the emergence of two separate Vancouver Coastal Authorities.

In the implementation phase, the Interim Board (in collaboration with the Board of the Aboriginal Authority) will need to begin addressing the development of:

- Plans for how the Boards will work together as the two Authorities are created. These may include frameworks to support a continuing collaborative relationship between the Boards, processes that outline priorities and timelines, as well as mutual support on advocacy for the children, youth, families and communities in our region.
- Protocols for the operational working relationships of the two Authorities.

A foundation for a working relationship has already been established. Prior to the Aboriginal Authority assuming operational responsibilities, the Vancouver Coastal Region and the Vancouver Coastal Aboriginal Transition Team should continue to collaborate on operational initiatives which may impact Aboriginal children, youth, families and communities.

Future working relationships would be consistent with the September 12th 2002, Memorandum of Understanding on Aboriginal Child and Family Development, which was made possible through the Tsawwassen Accord of June 11, 2002.

A Few Final Thoughts

Beginning in September 2002, the Integrated Planning Committee has overseen the design and implementation of a region-wide community consultation process. They have reviewed the results of this consultation and made three documents available to community members and other stakeholders.¹⁰ The Planning Committee would like to thank all those involved in contributing to this process. In reviewing the input from communities and assessing it against the operational realities of the Ministry for Children and Family Development, the Planning Committee members have invested considerable time and effort to develop this Business Plan to guide the Interim CFD Authority. While there is still a lot of work to be done, the Interim CFD Authority can be confident that every effort was made to capture input and incorporate it into recommendations for the Interim Board. As we move forward, care must be taken to evaluate the efforts of the CFD Authority and to continue to build upon successes as we develop a Child and Family Development Regional Authority that is respectful, responsive, and an integral part of the communities it is being created to serve.

¹⁰ See References for a list of Community Consultation Summaries and how to get a copy.

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