

# **In the Best Interests of the Child**

## ***Report on the North Region Community Consultations***

### **Communities of:**

- **Prince Rupert**
  - **Terrace**
  - **Kitimat**
  - **Smithers**
  - **Burns Lake**
  - **Houston**
  - **Hazelton**
  - **Atlin**
- **Queen Charlotte Islands/Haida Gwaii**

**January 2003**

In the best interests of the child ...

This report is dedicated to children living in the northern communities and to families, service providers and community members who are working hard to make a difference in the lives of children.

Communities told us the best interest of the child must remain at the centre of all change. They told us their greatest strength is working together and that the system must strengthen communities, not divide them.

Thank you to everyone who participated in the consultation forums – for sharing your stories, your feelings, your opinions and your ideas.

The challenge is to create a uniquely northern service delivery system that builds on the strengths of the communities, to put resources where they will do the most good and to support communities to work together to build a positive future for all children.

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## **1. INTRODUCTION**

The Ministry of Children and Family Development (MCFD) is changing the way services will be delivered. The Ministry is moving the responsibility to deliver Child and Family Services to five regional authorities. Each region will be governed by an Aboriginal and Non Aboriginal Regional Authority who are co-responsible for service delivery. Regional Planning Committees have been formed and have been given the authority under Bill 65 to plan regional delivery of services.

The North Region Child and Family Community Planning Committee have the responsibility for determining how the Non Aboriginal Regional Authority will provide services to people living in the North. To assist this process, twenty consultation forums were held in nine communities across the North West involving 278 people, including youth, foster parents, contracted agency staff, MCFD staff, volunteers, allied professionals and local and provincial politicians. An overview of the consultation process is described in Section Two.

The remaining sections of the report summarize the dialogue held with communities in the North West. These sections lead off with the Youth Voice as a reminder that all decisions regarding how services will be delivered in the North should be made in the best interest of the child. The subsequent sections identify values and principles for service delivery, community strengths, key issues facing communities, service delivery strategies and financial management strategies. The final section of the report discusses community representation on the Regional Board and processes to link communities to the Board. Appended to the report is a summary of comments made by communities.

The community consultations are the beginning of a process to reshape service delivery to ensure that services are responsive to community needs and are effective and accountable. Further dialogue with communities will continue as the planning process unfolds.

## **2. PROFILE OF COMMUNITY CONSULTATIONS**

The intention of the consultation process was to develop a vision for service delivery in the North and to identify the values and guiding principles upon which the service delivery plan will be built.

The consultation process is the first step in working with the communities to develop a service delivery plan. Feedback will be provided to the communities on the results of the consultation and further consultation will take place as the plan for regional delivery of services develops.

Each of the forums began with a presentation on the governance structure and the role of the Regional Planning Committee. An update on changes within MCFD followed discussing:

- the requirement for further budget reductions
- protected funding for child and youth mental health, early childhood development and youth justice programs, and
- an overview of two pieces of the *Child, Family and Community Services Act* that were recently proclaimed: “Kith and Kin” and “Family Conferencing”.

A question and answer period followed and acted as gateway to the discussion of the consultation discussion. The discussion focused on two main issues:

### **1. Supporting Families and Ensuring the Safety and Well-being of Children**

- What is working well in your community?
- What have you learned?
- What are the possibilities for doing things differently?

### **2. Regional Planning Committee**

- How can the community ensure its voice is heard by the regional planning committee?

The tables below summarize attendance, who attended and lists the Regional Planning Committee members, MCFD staff and Transition Team members who supported the consultation process.

**Table 1: Attendance**

<b>Name of Community</b>	<b>Date</b>	<b>Service Providers</b>	<b>Community</b>
Prince Rupert Pop: 16, 924	November 12, 2002	28	35
Terrace Pop: 13, 875	November 13, 2002	31	16
Kitimat Pop: 11,538	November 14, 2002	24	0
Smithers Pop: 6,145	November 18, 2002	22	3
Burns Lake Pop: est. 7000	November 19, 2002	26	7
Houston Pop: 4173	November 20, 2002	22	0
Hazeltons	November 21, 2002	12	4
Atlin	November 25, 2002	8	5
Queen Charlotte Islands	December 11, 2002	8	12 (two forums)
Totals		181	82

**Table 2: Youth Forums**

<b>Community</b>	<b>Youth Forums – Number attending</b>
Terrace	2
Smithers	6
Houston	7
Total Youth	15

**Table 3: Participant Profile**

<b>Community</b>	<b>Service Providers</b>	<b>Community</b>
Prince Rupert	<ul style="list-style-type: none"> <li>– MCFD staff</li> <li>– Contracted agency staff: Aboriginal and Non-Aboriginal agencies e.g., Prince Rupert Community Enrichment Society</li> <li>– Foster parents</li> <li>– Mayor Scott (outgoing mayor)</li> </ul>	<ul style="list-style-type: none"> <li>– MLA</li> <li>– Rob Simons (Aboriginal Planning Committee)</li> <li>– Aboriginal and Non-Aboriginal community members</li> </ul>
Terrace	<ul style="list-style-type: none"> <li>– MCFD staff</li> <li>– Contracted agency staff: Aboriginal and Non-Aboriginal agencies</li> <li>– Foster parents</li> </ul>	<ul style="list-style-type: none"> <li>– Aboriginal and Non-Aboriginal community members</li> </ul>
Kitimat	<ul style="list-style-type: none"> <li>– City Councilor</li> <li>– RCMP</li> <li>– Local Newspaper</li> <li>– MCFD staff</li> <li>– Contracted agency staff: Aboriginal and Non-Aboriginal agencies</li> <li>– Foster parents</li> </ul>	<ul style="list-style-type: none"> <li>– (Combined with service provider session)</li> </ul>
Smithers	<ul style="list-style-type: none"> <li>– MCFD staff</li> <li>– Contracted agency staff: Aboriginal and Non-Aboriginal agencies</li> <li>– City Council member</li> </ul>	<ul style="list-style-type: none"> <li>– Foster parent</li> <li>– Representative from local paper</li> <li>– Contracted agency staff: Aboriginal agency</li> </ul>

<b>Community</b>	<b>Service Providers</b>	<b>Community</b>
Burns Lake	<ul style="list-style-type: none"> <li>- MCFD staff</li> <li>- Contracted agency staff: Aboriginal and Non-Aboriginal agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Outgoing Mayor</li> <li>- Town Councilor</li> <li>- Foster parents</li> <li>- Child care counselors</li> <li>- Day care staff</li> </ul>
Houston	<ul style="list-style-type: none"> <li>- MCFD staff</li> <li>- Contracted agency staff: Aboriginal and Non-Aboriginal agencies</li> <li>- Salvation Army</li> <li>- RCMP</li> </ul>	<ul style="list-style-type: none"> <li>- No session</li> </ul>
Hazeltons	<ul style="list-style-type: none"> <li>- MCFD staff</li> <li>- Contracted agency staff: Aboriginal and Non-Aboriginal agencies</li> <li>- Foster parents</li> </ul>	<ul style="list-style-type: none"> <li>- Councilor from the Village of Hazelton</li> <li>- Public Health Nurse</li> <li>- Contracted agency staff: Aboriginal agencies</li> </ul>
Atlin	<ul style="list-style-type: none"> <li>- RCMP</li> <li>- School Principle</li> <li>- Probation Liaison Worker</li> <li>- Contracted Agency Staff</li> </ul>	<ul style="list-style-type: none"> <li>- RCMP</li> <li>- Speech and language pathologist</li> <li>- School Trustee</li> <li>- Contracted Agency staff</li> </ul>
Queen Charlotte Islands	<ul style="list-style-type: none"> <li>- Infant Development Program Worker</li> <li>- Consultant to Haida Nation</li> <li>- Child Referral and Resource Program Worker</li> <li>- Victim Assistance and Home Support Worker</li> <li>- Special Services to Children Worker</li> <li>- Speech and Language Pathologist</li> <li>- Foster Parent and School Trustee</li> <li>- Social Development Officer, Old Masset</li> </ul>	<ul style="list-style-type: none"> <li>- Northern Health Region</li> <li>- Teen Centre Workers</li> <li>- Community members</li> <li>- Teacher</li> </ul>

**Table 4: Consultation Forum Team**

Facilitator: Bobbi Noble

<b>Community</b>	<b>MCFD / Transition Team</b>	<b>Board Members</b>
Prince Rupert	Yvonne Reid– CSM Shannon Lantz– Team Leader Rob Rail – Transition Team	Perry Slump
Terrace	Shirley Reimer – CSM Bruce Blandford – Team Leader Charles Luby – Utilization Manager Rob Rail – Transition Team Yvonne Reid– CSM	Larisa Tarwick Dawn Martin
Kitimat	Shirley Reimer – CSM Lori Hansen – Team Leader Rob Rail – Transition Team	Dawn Martin
Smithers	Shirley Reimer – CSM Elizabeth Bulmer – Team Leader Rob Rail – Transition Team	
Burns Lake	Robert Wilson – CSM Paula McKee – Team Leader Rob Rail – Transition Team	Toni Freisen
Houston	Shirley Reimer – CSM Rob Rail – Transition Team	
Hazeltons	Shirley Reimer – CSM Tanya Butress – Team Leader Rob Rail – Transition Team	Perry Slump Dawn Martin
Atlin	Renye Lebel – Team Leader	
Queen Charlotte Islands	Sobhana Daniel – Team Leader	Perry Slump

### 3. THE YOUTH VOICE

*“(The system) needs to be open to what youth has to say”*

The Pacific North West held three youth forums involving both older teenagers 16 – 19 and younger teens 12 – 16.

*“To keep off drugs (we) need things to do”*

The main message from the younger teens was “give us something to do”. Recreation opportunities in the smaller communities are limited at best; some communities only have facilities for youth open on weekends. Youth talked about how important it is to have something to do and a place to go. Youth centres are popular and can provide educational and recreational activities, as well as providing youth with a safe place to go, away from negative home environments. Youth centres receive more support from teens when they are involved in running the centres and making the rules. Youth emphasized that keeping teens busy is the best way to reduce involvement with alcohol and drugs.

*“Foster parents trust (me) and that helps”*

The older teens are looking for work experience and part-time jobs, something that can be difficult to find in a small community, especially if you are a youth-in-care. And they agreed with the younger teens that providing activities helps to prevent drug and alcohol abuse by teenagers.

*“Schools need to recognize that there are different learning strategies for some youth. Some don’t fit into the system”*

Predictably, foster families are good for some children and not good places for others. Foster parents that have trusting, respectful relationships with foster children, have happier foster children who are doing well in school. Maintaining contact with their families is important to the Aboriginal children living in Non Aboriginal foster families, however that contact needs to be supported and facilitated. Continuity of foster families is also important to children, as the stability helps them do better in school and helps to reduce some of the stigma associated with being in care.

*“You need an education to get a job”*

Youth would like to see the education system be more flexible and more adaptive to their learning styles and strengths. Some youth reported success with correspondence school, as there was less stress and they weren’t bullied for being a “kid in care”. For some, school is a frustrating experience which leads to dropping out and maybe finding a low paid job. The

message is that the social service and education systems need to develop options for the children for whom mainstream education does not work, if these children are going to have a positive future.

*“Many youth want to do better in life, but need both financial and emotional support”*

Older teens are concerned about their future education and employment opportunities. For those who have good grades and the motivation to continue their education there is still the issue of financial support, a barrier that can seem insurmountable to someone who is concerned on a daily basis with having food on the table.

*“Independent living is like a roller coaster”*

Independent living was described as being an option for many youth, although it is a struggle to manage financially. Youth living independently stressed how important it is to be prepared for independent living and urged the community to develop lower cost independent living options such as room and board facilities. Youth in independent living need support to structure their time, continue with school or find employment.

*“Sometimes you can’t fit into the system the way it is designed. Have to talk to someone to try to get a different way to make it work”*

A group of youth at risk is the older teens not in care, but for whom living at home is not an option. Many of these children “couch surf” and live temporarily with other family members or friends. These teenagers are without any independent means of support unless their families provide them with money. If protection is not an issue, families providing a home for these children are not eligible for payment under the Kith and Kin placement program. The teens in this situation spoke of how hard it is to stay focused on getting an education when the basic necessities of life are not provided. The concerns born by these teens seem to weigh heavily on their shoulders as they talked about what life is like for them.

*“Need to help the family, not just take the kids away”*

Youth agreed that families should be supported to keep their children, however they are concerned that this strategy may result in some children being left in unsafe situations for too long. The youth were looking for reassurance from the service providers that children would be removed if the situation warranted it. They also want to see counseling services provided to families while the child is in care to support the family in making the changes necessary for the child to move

*“When they work  
with you its  
good”*

home. They want the voice of the child/youth heard when a child protection investigation is done and want the comments of the child/youth taken seriously. And when children are taken into care, youth want social workers to take the time to develop a relationship and build trust.

Having someone to talk to is important to youth. Peer support and youth mentoring programs are ways that the Region could provide youth with a person to talk with who has some understanding of the experience of being in care. This initiative has an important secondary benefit as it would also provide a work experience opportunity for youth.

#### 4. VALUES AND PRINCIPLES FOR SERVICE DELIVERY

*“Ultimate goal is to keep families together”*

Communities across the North West voice a consistent set of values and principles for service delivery. The values embedded in these guiding principles reflect what is important to the communities of the North West.

*“Ultimate goal is to keep families together”*

While there was recognition that this current change is an opportunity to do things differently, there was also skepticism that the changes might not create a better system. It was generally agreed that a service delivery system built upon shared values widely held by the community will provide a strong foundation for positive change in the North.

##### Children and Families

*“Children have wisdom”*

- The best interest of the child is at the heart of all our decisions.
- Children deserve a voice in decisions regarding their future.
- Supporting families to keep their children at home builds stronger, healthier families.
- Service providers develop relationships and build trust with the children and families they serve.

##### Governance Authority

*“It takes a lot to go through the front door of an agency, to be turned away and not listened to will set people off from going back or accessing other services”*

- The governance authorities work collaboratively to ensure a coordinated service delivery system that is efficient, inclusive, accessible and responsive to the needs of all Northerners.
- The Regional Planning Committee and communities work together to build an effective service delivery system for the North.
- The Region links with federal, provincial and municipal governments to promote a coordinated approach to social service planning and delivery.

##### Community Empowerment

*“It takes time to build trust”*

- Communities have a role in supporting families and ensuring the safety and well being of all their children.
- Community involvement in decision-making enables the community to develop programs and

*“They are all our children”*

services to meet the needs of families and children living in the community.

- Continuity of programs and services is facilitated through a stable funding base and retention of professionals in the communities.
- Community service providers work together to provide a range of prevention, early intervention and immediate response services.

*“The spiritual reality is that we are one people”*

#### Funding

- Funding decisions reflect community needs and socio-economic and geographical factors.
- Flexibility within the funding structure enables communities to meet changing needs and to support innovation and creativity at the community level.

## 5. COMMUNITY STRENGTHS

*“We work well together”*

All communities talked about the people that live and work in the community as their strength. Community members acknowledged the hard work of volunteers, foster parents, community agencies and MCFD staff and everyone’s contributions towards supporting families and ensuring the safety and well-being of children.

*“There have been a lot of good ideas developed, the community comes together to advocate for programs”*

Communities talked about the special commitment of volunteers and the number of projects that have been started and operated by volunteers. Communities value their volunteers for the contributions they make, but are worried about volunteer burnout and the dependency on the volunteer system.

*“We value the trusteeship of the community for protection of children”*

Communities recognized the role of foster parents and the positive contribution foster families have made to the lives of children and their families.

Communities appreciate the role of MCFD staff and talked positively of the working relationships with the Aboriginal service providers. MCFD staff acknowledged the commitment of contracted service providers and how effectively people work together to create solutions to problems.

*“I have a good relationship with groups and agencies both inside and outside of the community”*

**Prince Rupert** is a community that wants its voice heard clearly by the regional planning committee. Their desire for and commitment to participation in the development of the regional service delivery model is a community strength. The community of Prince Rupert also believes that the community-school program is one of their service delivery strengths and that more can be achieved by increased utilization of this program.

*“Community-schools are programs that work”*

**Terrace** talked proudly of many of their programs that are supporting families to look after their children. There is a community school in Terrace that provides programs for children and families. The community is responsive to the needs of youth – Terrace talked proudly of a community volunteer effort to build a basketball court in an empty parking lot. And service providers and

*“Keeping children visible keeps children safe”*

volunteers in Terrace know one another and work together to meet the community's needs.

*“Children are a priority”*

**Kitimat** identified fund-raising as part of its culture and acknowledged the efforts of community volunteers in raising money for many projects e.g., Telethon. They are concerned that this strength may work against them and that funding for programs may be reduced with the expectation that the community has the capacity to raise funds to meet its requirements. Kitimat has a strong sense of community responsibility for children and believes part of keeping children safe is to keep them visible in the community. Sports organizations try to ensure that no child is turned away because the family can't afford it. Municipal recreation programs are willing to waive program fees in exchange for volunteer services. Kitimat is a community that believes it is important to work together and is committed to that approach.

*“We have some good things in the community”*

*“We are innovative and creative”*

**Houston** is a community that works well together addressing new initiatives and solving problems. Service providers are frustrated by an increasing need for services and decreasing resources and work closely together to try and meet the community's need for service. As a community, Houston is forming an advisory committee that will meet early in the new year, to ensure the voice of Houston is heard by the regional planning committee.

*“The Friendship Centre's workers care, they are a ray of hope”*

**Smithers** reports that the community has come together over the years with good ideas and advocated for programs with the result that effective partnerships have been formed and good programs developed. The service providers, both Aboriginal and Non Aboriginal, acknowledged that they work in a collaborative manner; however this is not widely communicated to the community at-large. Service providers feel there is a vision for services, but that it needs to be communicated and discussed by the community.

*“Young Mothers at Risk have a good lay home program”*

**Burns Lake** has many committed service providers and volunteers within the community. The community has implemented a major Fetal Alcohol Syndrome (FAS) initiative, involving Education and Justice as partners that have been

effective in providing support for families and children affected by FAS. The community also offers an innovative prevention program for families called Family Fridays, which gives families a place to go and an opportunity to learn parenting skills. The community offers many other effective programs and is particularly pleased with the outcomes from the early childhood programs.

*“Community has been a driving force”*

The **Hazeltons** are an innovative and creative community. In small communities, solutions are dependent upon the people living in the community. In the Hazeltons, both Aboriginal and Non Aboriginal agencies work together to address the needs of their community.

*“Good partnerships have been developed”*

Hazelton was recently cited in a social work text book “Community Work Approaches to Child Welfare” edited by Brian Wharf and published in 2002. Hazelton MCFD office is described as working according to the community, using an integrated approach of child welfare. The focus of this approach is to keep children in their own homes with their families and to only remove children when these efforts are not successful.

*“Demographic distribution is irrelevant”*

Hazelton’s approach to removing children is described in Chapter 3 of the text: "Although Hazelton and Victoria are far from unique in preferring that such action (bringing children into care) occurs with the consent of parents, they are perhaps distinct in that their overall approach virtually requires consent. Indeed, Hazelton has achieved a remarkable record in this regard: in the past five years 125 children have been taken into care and in only two instances did the parents of these children contest the matter. Most of the children were in care on a voluntary arrangement for only a short period of time."

*“Good working relationships make integrated service delivery possible”*

**Atlin** feels the service delivery system is working well; they have an itinerant social worker who comes to Atlin one week out of every month and a Family Support Worker provides services to both the Aboriginal and Non Aboriginal communities. There has been continuity in service providers over the last few years which has made a positive

contribution to relationship building within the community.

Atlin has a Teen Centre which was started by the community with a grant from the BC 2000 Millennium Fund. The teens make their own rules for the centre and are supported by an active volunteer group.

*“We have a strong sense of community”*

***The Queen Charlotte Islands/Haida Gwaii*** is a cohesive caring community with a respected group of service providers and volunteers who are committed to working together. Geography and weather makes the community unique and contributes to the culture of support, caring and innovation. People in QCI volunteer for programs long after funding has been cut and struggle to find solutions to keep programs running.

The Aboriginal and Non Aboriginal service providers work together to serve all the children and families of QCI – their working relationship is the strength of their programs.

## 6. KEY COMMUNITY ISSUES

*“Remove the words aboriginal and non-aboriginal”*

Northern communities are unique given their cultural, demographic and geographical characteristics. Many of these small communities are in remote areas of the province, isolated from major city centres. Northerners are people who work together and look out for one another. Northerners in small communities have shown great resiliency and determination to cope with economic hardship and cutbacks in health and social services.

*“The tree needs a common set of roots, if the roots are split, the tree will die or be pulled apart”*

It is important to understand the issues affecting the North in order to develop a service delivery system that will address their needs. While each of the communities have their unique issues, there are issues common to all:

- Both Aboriginal and Non Aboriginal service providers and community members are concerned the dual governance structure will polarize their communities, promote further segregation, duplicate administrative costs and result in an inconsistent program delivery standards
- Communities are concerned about how funding will be allocated between the two regional governance structures
- The Aboriginal and Non Aboriginal community want to continue to work together to serve the community as a whole; capacity building and cross cultural training initiatives are supported
- The communities feel services have already been cut to the bare minimum and that children and families are at increased risk because of lack of services
- The volunteer sector feels stretched beyond capacity; and is not willing or able to undertake more volunteer responsibilities
- Unemployment and poverty are major issues for small northern communities that have been hit hard as a result of the economic downturn in British Columbia
- The economic downturn has resulted in people moving away from communities, creating a void in both the professional and volunteer sectors
- Communities are feeling the cumulative pressure

*“The symbolism of two boards reflects the divisions within the community”*

*“We are one community”*

*“The experience of people is the same”*

from cuts to other social services (e.g., welfare, child care subsidies) and strongly recommend that the social service agencies coordinate their policy decisions

*“Communities feel tapped out”*

- Communities are concerned the region will become centralized in Prince George; communities want decentralized decision-making
- Geography, transportation and communication issues affect service delivery in the North; the result is an increased demand for outreach services
- The communities all report a lack of parenting programs and prevention and intervention/support programs for youth.

Foster families identified issues unique to their situation:

*“Optimism is a dwindling commodity”*

- Foster families want to be consulted about the changes to the fostering system and are concerned about the future of fostering in British Columbia
- A primary concern for foster families is how continuity of living arrangements will be balanced with the need to maintain or enhance cultural identity of Aboriginal foster children.

## 7. COMMUNITY DEVELOPMENT AND SERVICE DELIVERY STRATEGIES

*“We need services that will create changes”*

There are no shortage of ideas and innovative service delivery strategies within Northern communities. Communities have responded to the service cuts and increased needs by working together; partnering is a way of doing business in the North. Some communities are already working with non-traditional partners such as businesses and are finding new ways to address needs. Other communities expressed a great deal of interest in this approach.

*“Build on strengths of families and people”*

Communities believe that you have to “live here to know how the community functions” and believe decentralizing some of the decision making to the communities is a critical service delivery strategy. This would allow communities to develop focused services to meet the unique needs of people who live there.

### Service Delivery Strategies

*“If we provide services that create changes within the family, children will not have to come into care”*

- Provide core programs available in all communities
- Utilize the tools of integrated case management, Kith and Kin placement options and family conferencing to meet the changing service delivery requirements
- Support early intervention strategies for children 0 – 6; implement the concept of early intervention for older children and families as well

*“Immediate hands-on support”*

- Implement prevention programs for children, youth and families to reduce the need for intervention or crisis response in the future; prevention strategies that have been successful in communities include:
  - Develop stable community services and programs by developing a mechanism that allows longer-term, more secure funding
  - Encourage the professionals to stay in the communities beyond two years with an improved recruitment and retention strategy; continuity of service providers enhances effectiveness and efficiency of programs
  - Provide professionals with cross-cultural training
  - Provide support to Aboriginal agencies to receive full delegation
  - Implement youth mentoring services/peer

*“You have to live here to know how this community functions”*

*“Support community schools”*

support programs to provide youth in care with a support system as well as a work experience opportunity

*“Promote cheap recreation opportunities throughout the community”*

- Maintain an up-to-date data base/directory of services within the community and make it accessible to service providers and the public; accurate information on what is available improves access to resources and facilitates appropriate referrals
- Integrate and co-locate a range of services in one facility e.g., family resource center would provide both a cost savings and facilitate better access to services; also would facilitate a more holistic approach to service delivery

*“Use table cards in restaurants and other community facilities to advertise services”*

- Amalgamate contract services under one community board as a means to reduce administration costs, avoid duplication of service and eliminate service gaps
- Continue dialogue with youth to determine the type of services and delivery strategies that are the effective; develop programs for youth, including recreational activities, support programs for youth at risk and safe houses

#### Partnership Opportunities

*“Form circles of support around families who need help”*

- Aboriginal and Non Aboriginal agencies; continue to foster these partnerships within communities
- Regional Authority, Education and Health; service providers need to discuss impacts of budget reductions and strategies to address needs and to fill gaps
- Partner with community schools; community schools provide a broad range of cost-effective community programs

*“Consider developing a community based response system similar to the Community Response Networks developed under the Adult Guardianship Act”*

- Partner with the business community; involve business community in fund raising strategies and involve them in delivering specialized programs e.g., involve grocery stores in programs to teach nutrition, smart grocery shopping
- Partner with service clubs to launch new initiatives; contract out programs to recreational facilities e.g., YW/YMCA on a fee-for-service basis
- Partner with other communities to provide a greater range of cost effective programs
- Involve municipal government in developing strategies to support children and families

*“Consider an MOU with Whitehorse for service delivery in Atlin”*

- Involve people who have received services from MCFD in mentoring or support programs
- Partner with youth and foster families to develop a strategy to remove some of the stigma associated with being a child in care
- Partner with the Federal Youth Justice Program and ICBC to develop prevention programs for youth
- While the volunteer sector in some communities reported feeling “tapped out” other communities believe that the capacity of the volunteer sector to become involved could be developed

## 8. FINANCIAL MANAGEMENT STRATEGIES

*“Creativity in funding – create a trust fund”*

Communities did not eagerly embrace the idea of fund raising, although the potential for lotteries and planned giving initiatives were agreed to have some merit. For Kitimat, fund raising has been a method of doing business for years. The communities are generally quite concerned that they will be responsible for fund raising to cover budget deficits and that increased reliance would be seen on fund raising efforts. Communities also like the idea of trust funds where they had control of the funds.

*“If children do not have to come into care, then savings could be transferred to early intervention programs”*

The communities feel they do not have excess capacity and worry that further budget reduction strategies will put children and families at increased risk. Communities suggest that delegating funding and programming decisions to the community may provide some efficiencies through sharing of resources and through the elimination of piecemeal funding and duplication of services.

Some of the service delivery strategies may have some cost savings benefits including co-locating services in one facility and operating contracted services under one community board. Prevention programs, while recognized as having long-term cost savings benefits, will not provide short-term cost savings.

*“Need to share programs, do not run duplicate programs”*

Access to reliable information on program utilization and outcome based evaluations measuring the benefits of programs to families and the reduction of risk to children will provide the data necessary to make informed funding decisions. Communities want programs based on best practices with proven outcomes.

## 9. BOARD COMPOSITION AND LINKAGES

*Prince Rupert – wants to establish an advisory committee*      The Regional Board should function under the principles of openness and transparency and focus on how to use the resources to best meet the needs of each community.

### Board Composition

*Terrace – considering forming an advisory committee, ideally chaired by a RPC member*      The ideal for most communities is to have a representative on the planning committee and eventually the regional board. In the absence of this, the role of all Board members must be to represent all communities and the northern region. This must be clearly identified in the statements describing the role of the Board, or communities will continue to be frustrated at their perceived lack of representation.

*Kitimat – considering forming an advisory committee*      Representation would best be achieved by assigning Board members to specific communities enabling them to develop an understanding of the community and build relationships with the service providers and community members. Communities want the Regional Board to be accountable to them as well as the Provincial Authority.

### Linkages

*Smithers – would like RPC members to visit community and link with local community committees; MCFD staff to coordinate*      Communities identified a variety of methods to link with the RPC/Regional Board, including:

- Develop an interactive Website where information is posted and feedback can be provided
- Sharing of meeting minutes; both the RPC/Regional Board and community advisory committees
- Hosting Board meetings in the communities
- Use teleconferencing to link communities with the RPC/Regional Board.
- Use local newspapers to communicate updates from the RPC/Regional Board.

*Burns Lake – considering using the CYC to link to the RPC or forming a coalition of small communities to link with the RPC*      The communities identified the need for funding if they are to develop advisory committees that reflect a cross section of service providers and diversity in the community. Funding is primarily intended to cover the cost of transportation and child care, although other costs may be identified.

*Houston –  
formed an  
advisory  
committee to  
meet January 8,  
2003*

Recommendations Regarding Board Decision-Making  
process

Communities did not voice strong opinions on whether the Board should be elected or appointed. Most felt this would be a political decision. Communities were more interested in community representation at the Board level.

*Hazelton –  
considering  
informal  
advisory  
committee with  
rotating chair*

Kitimat and Queen Charlotte Islands expressed interest in an elected Board as they felt it would increase the accountability of the Board members to the communities.

*Atlin –  
considering  
using  
Interagency  
Planning  
Committee to  
link with RPC*

Several communities reported that they did not receive the information about opportunities to participate on the RPC and want assurances that communities will be kept well-informed about the process to be used to put the permanent Regional Board in place and that people will be given adequate time to apply or become involved in the election process.

## **Appendices:**

# **Summary of Consultations by Community**

## APPENDIX 1: THE YOUTH VOICE

<b>Community</b>	<b>What's Important to Youth</b>
Terrace	<ul style="list-style-type: none"> <li>– Do a thorough investigation and consult with youth; treat comments made by youth seriously</li> <li>– Youth in care need support; social workers need to take the time to develop a trust relationship with youth, need to listen to youth; services of an advocate very beneficial</li> <li>– Youth need to be prepared for independent living; need to learn about budgeting, grocery shopping, cooking, how to get BC Identification, income assistance applications, human rights etc.</li> <li>– Being supported to have contact with birth family is important; this shouldn't be left up to the youth to do on his or her own</li> <li>– Stability is important, better to stay in one good family situation where youth can continue in the same school, make friends; stability helps give youth the motivation to stay in school</li> <li>– A good foster home is one where there is trust and the child feels respected; appreciate when foster parents to share their own experiences and share stories</li> </ul>
Smithers	<ul style="list-style-type: none"> <li>– Social workers should investigate thoroughly and listen to youth</li> <li>– Need to work with the family to provide supports before removing the children; sometimes it might be better to remove family members rather than the child</li> <li>– Some children should be in care if it is not safe for them to be at home</li> <li>– Children in care should see their parents</li> <li>– Provide counseling services to parents and children when children are in care</li> <li>– Relationship with foster family is important; take time to build relationships and understand the youth</li> <li>– Living in foster homes is not always the answer; there are good and bad foster homes; being in care can be depressing</li> <li>– Foster parents help when they prepare youth to live independently and let youth make some of their own decisions</li> <li>– It helps when foster parents share some of their personal experiences</li> </ul>
Houston	<ul style="list-style-type: none"> <li>– Families on welfare who have children should be provided with adequate funding to feed and clothe their children; when families get cut off welfare it is the</li> </ul>

	<p>children who suffer</p> <ul style="list-style-type: none"> <li>– Youth who are unable to live a home, but are not under child protection, should be provided with financial support; financial support should also be available to family/friends who provide homes for these youth</li> <li>– Youth want stability in their lives; don't want to be bounced around several foster homes; whether they are 'in-care' or not; they want their caregivers to have adequate funding to provide for them</li> <li>– Youth feel the affects of poverty; it is a barrier to getting an education, a job, making friends; poverty and being "in-care" stereotypes youth</li> <li>– Youth need incentive to stay in school; some see the benefit of graduating</li> <li>– Support of teachers is important to youth; positive relationships with teachers make a difference to the attitude of youth and encourages them to stay in school; some youth report feeling discriminated against because of where they live; these perceptions of bias interfere with learning</li> <li>– Youth who have experienced drug and alcohol abuse by their parents want to be supported to leave a bad situation or have a safe place where they can go to in the evenings and weekends e.g., youth centre</li> </ul>
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<b>Community</b>	<b>Issues Concerning Youth</b>
Terrace	<ul style="list-style-type: none"> <li>– Worried about the goal of reducing the number of children in care; concern that it will take too long to bring children into care who need it</li> <li>– Youth don't want to be pushed or rushed into independent living; some youth are happy living with their foster families</li> <li>– Independent living is both hard and good; difficult to manage financially on the amount of money provided; works better if you can share accommodation, food costs</li> <li>– Room and board situations may be a better option for some youth</li> <li>– Youth on independent living have a hard time affording appropriate clothing for job interviews</li> <li>– Work experience is important, but it is not always available</li> <li>– Having activities, recreation opportunities is important, not always money available for this when you are on independent living</li> <li>– Foster parent should be more drug aware; treatment is</li> </ul>

	important for drug addiction
Smithers	<ul style="list-style-type: none"> <li>- The school system does not always meet the needs of all children; more flexibility and teaching approaches consistent with learning style would help</li> <li>- Concerned that children in care are labeled; the label doesn't feel very good</li> <li>- Youth need enough activities to keep them busy and to reduce the risk for drug and alcohol involvement</li> </ul>
Houston	<ul style="list-style-type: none"> <li>- Youth need recreation opportunities; youth are more likely to get involved with drugs and alcohol when there is nothing to do</li> <li>- The youth centre in Houston is a good place to go and "hang out", it would be better if the centre was bigger, provided more activity options and was open seven days a week; could be a place where youth went to do their homework</li> <li>- The youth centre could provide more activities for older teens e.g., activities to help develop job skills, arts and crafts, writing classes, book talks, journal writing</li> <li>- The "Cadet" program in Houston is an option for youth; it provides structure and discipline and offers opportunities for hiking and camping; structure doesn't suit all youth</li> <li>- Youth want to be able to get part-time jobs; need help developing resumes and job-hunting; potential for youth centre to provide this support</li> <li>- Transportation to school and activities is an issue in Houston; some children walk over two miles to school and others don't participate in activities as there is no transportation</li> </ul>

<b>Community</b>	<b>Where are the Possibilities for Doing Things Differently</b>
Terrace	<ul style="list-style-type: none"> <li>- The Ministry could sponsor work experience opportunities e.g., youth could be employed for a short time as mentors to other youth</li> <li>- Involve business in supporting youth e.g., grocery stores could show youth how to shop within their budget</li> <li>- Need to change the face of the Ministry and youth-in-care, right now it is stigmatizing</li> </ul>
Smithers	<ul style="list-style-type: none"> <li>- Provide youth with activities and places to go like a youth centre; involve youth in running the centre</li> <li>- Provide employment opportunities for youth</li> <li>- Build relationships though consistency; minimize the</li> </ul>

	<p>changes in foster families; minimize changes in social workers</p> <ul style="list-style-type: none"> <li>- Implement peer support systems, so youth have someone to talk to</li> </ul>
Houston	<ul style="list-style-type: none"> <li>- There needs to be support for teens who cannot live at home, but do not come under child protection</li> <li>- Provide incentives and supports to encourage youth to graduate and move on to post-secondary education</li> <li>- Make post-secondary education financially accessible to youth who want to continue their education</li> <li>- Provide more family based activities within the community; the hope of youth is that family-based activities would help parents address personal issues of alcohol abuse</li> <li>- The Ministries responsible for providing social services should coordinate their social policies and recognize the cumulative affect of their decisions on families and children</li> <li>- Houston needs food-banks (Salvation Army provides a food-bank that is open on certain days) and a school-breakfast program; many children are not getting breakfast and are going to school hungry</li> </ul>

**APPENDIX 2: VALUES AND PRINCIPLES FOR SERVICE DELIVERY**

<b>Community</b>	<b>What's Important</b>
Prince Rupert	<ul style="list-style-type: none"> <li>– The regional board should function under the principles of openness, transparency and with a focus on how to use the resources available to best address the needs of the community</li> <li>– Funding should be flexible between programs, categories and authorities</li> <li>– Early intervention programs should be supported and are essential to a child’s development</li> <li>– Agreements must be put in place between the two governance authorities to ensure that the authorities work together and that children and families do not fall between the cracks</li> <li>– The dual governance model should not result in a duplication of services or administrative costs</li> <li>– Access to services should be based on child and family need</li> <li>– Children and families should be provided with programs that meet their individual needs</li> <li>– Programs should not stigmatize or label those who are accessing services</li> <li>– Access to services and eligibility criteria must be clearly evident and well communicated</li> <li>– Communication between programs, agencies and ministries is essential to developing a coordinated service delivery system</li> <li>– Services should be inclusive, regardless of race</li> <li>– Services should have no appearance of segregation; one door, not two</li> <li>– People should be able to choose where they go to receive services, not forced in one door because of race</li> <li>– Barriers to service should be identified and eliminated</li> <li>– Children need to be supported to have contact with their families</li> <li>– Support families to keep their children at home; removing children should be the last resort</li> </ul>
Terrace	<ul style="list-style-type: none"> <li>– Quality foster care is an important component of the child and family services system</li> <li>– Cultural identity is essential to the healthy development of Aboriginal children</li> <li>– Consistency and stability are essential to the healthy development of children</li> <li>– Aboriginals and Non-Aboriginals should continue to</li> </ul>

Community	What's Important
	<ul style="list-style-type: none"> <li>work together in the best interests of the child</li> <li>– Children have the right to be involved in decision making regarding their future</li> <li>– Ensure that children have input into the system that affects them</li> <li>– When developing a plan of care for a child, include the child, family, foster parents and other service providers involved with the child</li> <li>– Dual structures reinforces segregation</li> <li>– Respectful, open dialogue between all stakeholders is essential to building a better system</li> <li>– Retain the best from the current system</li> <li>– Inter-ministry communication is required to develop coordinated programs</li> <li>– Funding formulas must take into consideration socio-economic factors affecting the North</li> <li>– Extended families can be used to keep families together</li> <li>– People are more likely to accept help when there is a relationship of trust and acceptance and when rapport is allowed to develop</li> <li>– Build on family strengths</li> </ul>
Kitimat	<ul style="list-style-type: none"> <li>– The service delivery system must have the capacity to be creative and flexible to adapt to changing needs within the community</li> <li>– Continuity of programming is important</li> <li>– Visibility of children in the community keeps children safe</li> <li>– Services should not be segregated</li> <li>– Retention of professional staff in small communities provides stability</li> </ul>
Smithers	<ul style="list-style-type: none"> <li>– Safety of children is more than an MCFD responsibility; it involves the whole community; a public awareness of responsibility and opportunity to participate must be raised</li> <li>– Better programs result when the Aboriginal and Non-Aboriginal groups work together</li> <li>– Service providers in local communities should be given preference for contracts</li> <li>– Continuity and long term commitment will enhance service delivery</li> <li>– Administrative requirements should be kept to a minimum</li> <li>– Acknowledge community capacity</li> </ul>

Community	What's Important
	<ul style="list-style-type: none"> <li>– Inter-ministry co-operation and coordination is necessary to address the problems within the community; many problems families face are economic</li> <li>– Services must be easily accessible and barriers to access identified and removed</li> <li>– Acceptance of services is enhanced by relationship building</li> <li>– Communities need to retain professionals and the leadership they provide</li> <li>– Governance authorities must be held to the same standards</li> </ul>
Burns Lake	<ul style="list-style-type: none"> <li>– Don't lose sight of the children in the efforts to regionalize and cut costs</li> <li>– Service delivery system should promote inclusion of everyone into the community; inclusion promotes understanding</li> <li>– The aboriginal and non aboriginal community should work together to design the service delivery system</li> <li>– The aboriginal community needs a strong voice</li> <li>– Service delivery system should have a single point of access</li> <li>– Service delivery standards must be the same for both authorities</li> <li>– Do not segregate aboriginal and non aboriginal services</li> <li>– Do not create a dual administrative structure that duplicates administrative costs</li> <li>– Services should be equally accessible to all members of the community</li> <li>– Funding should reflect socio-economic and geographic characteristics of the community</li> <li>– Build community commitment and involvement in this process by acknowledging and responding to the community voice</li> <li>– Empower community decision-making</li> <li>– Design reporting requirements to provide meaningful statistics that will facilitate decision-making on funding and program improvement</li> <li>– Facilitate program planning and continuity by providing a stable funding base</li> <li>– Decentralize control of funding and services from Prince George to empower the smaller communities</li> <li>– Invest in relationship building between the aboriginal and non aboriginal communities</li> </ul>

Community	What's Important
Houston	<ul style="list-style-type: none"> <li>– The governance authority structure put in place should not create barriers to agencies working together</li> <li>– Co-location of services facilitates interdisciplinary work, accessibility and utilization of resources</li> <li>– The service delivery system must have the capacity for early intervention and immediate response</li> <li>– Services should be easily accessible</li> <li>– Inter-ministry coordination is required to address the spectrum of social service needs within the community</li> <li>– The local community should determine program and funding priorities</li> <li>– Resources should be allocated to reflect community need, not allocated just by population</li> <li>– Regional governance authority must be responsive to needs of professionals and provide support to professionals when required</li> <li>– Transition from the MCFD structure to the new regional governance structure must ensure no interruption of service</li> <li>– Number one priority is the safety and well- being of children</li> <li>– Aboriginal and non-aboriginal authorities must work together; do not duplicate administration</li> </ul>
Hazeltons	<ul style="list-style-type: none"> <li>– The aboriginal and non aboriginal authorities must develop the northern service delivery plan together</li> <li>– Do not segregate the community by developing parallel programs for the aboriginal and non aboriginal communities</li> <li>– Service delivery model must consider strategies for retaining professionals in the community</li> <li>– The service delivery model must address the needs of aboriginal people who are living both on and off-reserve</li> <li>– Build flexibility into contracts to allow money to be moved to meet priority needs within the community; support innovation at the community level</li> <li>– Users of the services, families and children, should have a voice in how services are delivered</li> <li>– The service delivery system needs to be responsive to the individual needs of children and their families</li> </ul>
Atlin	<ul style="list-style-type: none"> <li>– Trust and relationship building are essential when working with families</li> <li>– Continuity of service providers facilitates trust and relationship building</li> </ul>

Community	What's Important
	<ul style="list-style-type: none"> <li>– Awareness of and sensitivity to culture is essential when working with aboriginal families</li> <li>– The service delivery system must facilitate inclusion, not segregation</li> <li>– System must understand and respond to the unique needs of both aboriginal and non aboriginal families</li> </ul>
Queen Charlotte Islands/ Haida Gwaii	<ul style="list-style-type: none"> <li>– Funding should be distributed equitably to provide communities with equal access to services</li> <li>– Funding should reflect service need and not be based only on demographics</li> <li>– Funding needs to be flexible to allow service providers to move money to meet changing needs within the community</li> <li>– Funding needs to reflect a growing population; settlement of Haida land claims will likely increase the population</li> <li>– Stability of staff is an important aspect of service delivery in this community; it takes time to build relationships and trust with both communities</li> <li>– Service providers and volunteers must work together to meet the needs of the community</li> <li>– Aboriginal and non aboriginal services need to be integrated; the Haida Nation wants to have a voice in the devolution of services</li> <li>– Joint decision-making between aboriginal and non aboriginal communities is a priority</li> <li>– Both aboriginal and non aboriginal services must be held to the same high standards, readiness criteria must be achieved before delegation is granted</li> <li>– The Regional Authority must be accountable for program funding decisions through accountability contracts</li> <li>– The community voice needs to be heard, honoured and respected by the Regional Planning Committee (regional board)</li> <li>– Strengthen resources aimed at early intervention</li> </ul>

### APPENDIX 3: KEY COMMUNITY ISSUES

Community	Key Issues
Prince Rupert	<ul style="list-style-type: none"> <li>– The community attending (primarily aboriginal) registered a strong concern with the dual governance structure model</li> <li>– The community feels they work well with existing service providers and are concerned that the dual governance structure model will segregate the community and create a barrier to service access</li> <li>– The community feels that previous cutbacks have severely reduced the amount of services available and that many families no longer know where to go to receive services; strong concern raised over service reduction, especially current lack of parenting programs</li> <li>– There should be more aboriginal representation within MCFD and opportunities for cross-cultural training</li> <li>– Community defined family support as including life skills training, parenting, respite, self-esteem programs</li> <li>– Consider the impact of poverty, the decrease in funding and changing eligibility criteria for social services (e.g., child care subsidies) on families</li> <li>– Services for children with Fetal Alcohol Syndrome/Fetal Alcohol Effect</li> <li>– Recruitment and retention of trained and skilled workers</li> </ul>
Terrace	<ul style="list-style-type: none"> <li>– 30 per cent cut to funding is unacceptable</li> <li>– Concern that funding for children with special needs, including supported child care, could be cut</li> <li>– Recruitment and retention of staff is an issue for the community</li> <li>– Maintaining the current standard of foster homes in a time of cut-backs and changes to level of care designations; foster families report a range of feelings regarding the proposed changes and how the changes are being managed including fear and frustration; foster families want to be consulted and be part of the system that ensures the safety and well-being of children</li> <li>– The effect of the dual regional governance model on foster care; how foster care contracts will be managed in the new system; standards for foster care homes in both the aboriginal and non-aboriginal systems</li> <li>– The policy direction on aboriginal children living in non-aboriginal foster homes; balancing continuity of</li> </ul>

Community	Key Issues
	<p>care and living arrangements with the need to maintain/enhance cultural identity</p> <ul style="list-style-type: none"> <li>- Building capacity of the Aboriginal community to support families and develop foster homes</li> <li>- Consider the impact on the child when moving to/from foster homes; also consider impact on child of what foster family is able to provide versus what family is able to provide the child</li> <li>- The provision of services to children with special needs within the new governance model; policy direction regarding families who move within a region and from one region to another</li> <li>- Providing funding for cross cultural training to improve the abilities and understanding of people who work with Aboriginal children and families</li> <li>- Social service agencies and ministries need to coordinate their policy decisions and understand the impact of their independent decisions on the social service system as a whole</li> <li>- Concern that the same services will not be available to Aboriginals who live off reserve</li> <li>- Terrace has many effective programs e.g., Building Blocks, but these programs have waiting lists</li> <li>- It is understood that recreation programs are an effective child protection intervention, but many after school programs are full or parents cannot afford have their children participate</li> <li>- The volunteer sector in Terrace has provided many programs and services over the years, increasing demand is straining volunteer capacity</li> <li>- Cuts to subsidized day care means some children are unable to attend day care programs; visibility in the community helps keep children safe and participation in day programs keeps children visible</li> </ul>
Kitimat	<ul style="list-style-type: none"> <li>- The statistics of children in care are not accompanied by the reasons children are taken into care; we need a better understanding of why our statistics are higher</li> <li>- Concern that the budget reduction targets are unrealistic and that this is a devolution of staff responsibility on to volunteers</li> <li>- “Kith and Kin” is seen as a viable option</li> <li>- The move to larger health authorities has resulted in some programming changes in Kitimat e.g., “Nobody’s Perfect” parenting program has been cancelled by the health authority; home support services are being</li> </ul>

Community	Key Issues
	<p>restructured</p> <ul style="list-style-type: none"> <li>- The parenting of teens program was also cancelled</li> <li>- The volunteer community is stretched beyond capacity, there is now a reduced number of people who will volunteer</li> <li>- Concerns that reductions in Supported Child Care will prevent some children from participating in day care programs in and increase their risk</li> <li>- There are limited programs for teens, takes time to build rapport with teens and connect them with programs</li> <li>- Important to maintain links with all service providers in the community, concern that changing mandates may affect how people work with one another</li> <li>- Kitimat is concerned with how the aboriginal and non-aboriginal governance authorities will work together and how the budget will be allocated; they strongly recommended that contracts not be split and to avoid piecemeal funding</li> <li>- Kitimat is concerned that two authorities will double administrative costs</li> <li>- Concerned that the for-profit agencies will be the preferred model and that standards and quality of care will erode with the pressures to do things cheaper and make a profit</li> <li>- Concerned that contracts may be awarded to larger agencies outside the region and that these agencies will not be as responsive to local concerns</li> <li>- Foster parents are wondering if they can provide services to both authorities</li> </ul>
Smithers	<ul style="list-style-type: none"> <li>- The transfer to the new governance model raised several issues including: <ul style="list-style-type: none"> <li>• regional autonomy for contracts and language in contracts</li> <li>• protocols between aboriginal and non-aboriginal governance authorities and other regions</li> <li>• consistent accreditation standards for aboriginal and non-aboriginal agencies</li> </ul> </li> <li>- Concerned that two governance structures will segregate the community</li> <li>- Concerned that the government is downloading its responsibilities on to communities who are insufficiently resourced</li> <li>- Service providers are feeling the pressure of reduced resources and increased need; services to youth are a</li> </ul>

Community	Key Issues
	<p>particular issue</p> <ul style="list-style-type: none"> <li>- Concern that there is a lack of core programs in the communities across the north</li> <li>- Many problems facing families are economic; Ministry of Human Resources (MHR) funding is insufficient to meet the needs of families</li> <li>- There needs to be coordination between MCFD and MHR</li> <li>- Need local and provincial politicians to understand that families are struggling and that the system that is designed to help often creates barriers to access</li> </ul>
Burns Lake	<ul style="list-style-type: none"> <li>- Concerned that the dual governance structure will result in children and families getting lost between the two systems</li> <li>- Concerned that the centre for services in the north will be Prince George and that small communities like Burns Lake will experience long waitlists for services</li> <li>- The increase in the number of children in care is attributable to a change in risk assessment and apprehension policy in 1997</li> <li>- Burns Lake is a polarized community; concern that the dual governance structure will reinforce this polarization</li> <li>- Burns Lake includes six reserves and a number of small communities; geography and transportation issues affect service delivery</li> <li>- Given the geography of the Burns Lake community, outreach is an effective method for services delivery; outreach services are provided to both the aboriginal and non aboriginal communities; however there are insufficient resources to provide the amount of outreach required</li> <li>- Burns Lake is experiencing long waitlists for access to services in Prince George and provincial facilities e.g., Maples Adolescent Treatment Centre</li> <li>- Budget cuts have a greater impact on smaller communities; communities are hurt more as there are fewer alternatives to fill the gaps; reductions in support from Ministry of Human Recourses is also affecting community members</li> <li>- Recognize and respect the support and service provided by foster families; foster families are advocates for the children; Provincial Federation of Foster Families has been dissolved, need a structure that will support all foster families in the north</li> </ul>

Community	Key Issues
	<ul style="list-style-type: none"> <li>- There are insufficient activities and services to youth; consider the long-term cost and impact of not providing services</li> </ul>
Houston	<ul style="list-style-type: none"> <li>- Concerned that while families are receiving support, children remain in danger; important that the new service delivery system ensures that children are not left in dangerous situations; the schools are especially concerned about children at risk</li> <li>- Concerned that the existing system does not respond quickly enough to the needs of children</li> <li>- Services to youth 6-12 and 12-15 are insufficient</li> <li>- Houston feels its staff and services have been cut to the bare minimum and the extent of the cuts are putting children at risk; the community has been identified as a “have not” community for years, however services continue to be insufficient</li> <li>- Houston requires a safe house for children, more foster parents and respite care funding and services</li> <li>- Utilization of services and number of clients using Houston-based services is not accurately captured e.g., approximately 120 SCIP clients are not tracked; information systems need to be improved</li> <li>- Transportation is an issue in Houston; there is no local bus service; the bus to Prince George leaves Houston at 2/3:00 am; bus stop is not in a safe location; clients often have to travel to Smithers, Burns Lake, Prince George for services and lack of transportation to and from Houston is a barrier to accessing services</li> <li>- Drug and alcohol abuse is on the rise and there are fewer services available to the community</li> <li>- Aboriginal children in care do not do well, alternative approaches are required</li> </ul>
Hazeltons	<ul style="list-style-type: none"> <li>- Hazelton does not support two governance authorities, would prefer one integrated authority, concerned that this structure will create a barrier to accessing services; many service providers work with both aboriginal and non aboriginal people and have developed good working relationships with both; the community should be able to choose whether they go to an aboriginal or non-aboriginal service provider</li> <li>- Social services has been in a state of perpetual change for many years, service providers are frustrated with the constant change in direction and reduction of</li> </ul>

Community	Key Issues
	<p>resources</p> <ul style="list-style-type: none"> <li>- Northern communities are suffering as a result of the economic downturn and the resultant impact on employment and business; people are leaving small communities which diminishes both the professional and volunteer capacity of the community; there is no more capacity in either the professional or volunteer sector</li> <li>- Hazelton reports that the biggest issue for families right now is poverty; people cannot afford to feed their children and their basic needs are going unmet</li> <li>- The Health Authority has recently cut the parenting program “Nobody’s Perfect”; there are no parenting programs available in the community; this is not consistent with the Ministry’s strategic shift to build family capacity</li> <li>- Reducing the number of children in care is difficult when families cannot afford to feed their children and see putting their children into care as a viable option</li> <li>- Reduction in population does not mean a reduction in the need for services; Hazelton is experiencing an increase in demand for services by the population that is left</li> <li>- The Hazeltons are spread over a large geographic area and includes seven reserves, three separate towns and outlying rural areas; transportation is an issue for this community where the furthest reserve is 90km out of town; communication is an issue as not everyone has a telephone; without phones or buses there is a necessity to provide more outreach services</li> <li>- The move to electronic service delivery (e.g., computer terminals replacing Ministry of Human Resources workers) creates a barrier to accessing services to those in the community who are illiterate or for whom English is a second language</li> <li>- The Hazeltons have few resources for youth or parents of youth; this is an age group that is under resourced</li> </ul>
Atlin	<ul style="list-style-type: none"> <li>- Atlin is unique in that it is isolated from any major centre in British Columbia, people in Atlin receive services from both Dease Lake; the community does not want to see the Dease Lake office closed and merged with Smithers</li> <li>- Atlin has high unemployment (estimated 35 per cent unemployment in winter) and much employment is seasonal</li> </ul>

Community	Key Issues
	<ul style="list-style-type: none"> <li>– There are few businesses in Atlin, therefore reducing the opportunity for non-traditional partners in service delivery; Atlin has relied on its volunteers; but the increasing demand is causing volunteer burn-out</li> <li>– Atlin has a large Aboriginal population; the needs of these communities are affected by the fallout from residential schools</li> <li>– Concerned that the number of foster homes will be reduced with the new service delivery model; Atlin has a need for more foster homes, especially Aboriginal foster homes</li> <li>– Atlin does not have a lot of services for families and children; agree that early childhood programs should be protected</li> </ul>
Queen Charlotte Islands/ Haida Gwaii	<ul style="list-style-type: none"> <li>– The Queen Charlotte Islands (QCI) are unique in geography and demographics; communities are spread out over the island and travel time is affected by weather</li> <li>– QCI is inaccessible except by ferry or plane; both forms of transportation maybe delayed or cancelled due to weather</li> <li>– Recent budget reductions have had a big impact on QCI as it is a small community where few programs exist; community is concerned how the Ministry strategic shifts can be accomplished in smaller communities with fewer dollars</li> <li>– QCI children and families must access many resources outside of their community which increases the cost of services; weather frequently impedes access to services</li> <li>– QCI has critical gaps in services for children; Supported Child Care is offered on a limited basis, and there are no programs on the islands for children in the following areas: child mental health, child specific counseling services, sexual abuse counseling, behavioural assessment and treatment, and programs for children who witness violence</li> <li>– The remote nature of QCI and the high cost of living contribute to high staff turnover</li> <li>– QCI has long standing problems of drug and alcohol abuse within the communities and a lack of prevention services</li> <li>– QCI offers an “Incredible Years Parenting Program” in Queen Charlotte City and Skidigate, with plans to offer it in Masset in 2003; although participation has been</li> </ul>

<b>Community</b>	<b>Key Issues</b>
	excellent to date, service providers are concerned the program may not be sustainable due to funding reductions; QCI has a great need for ongoing parenting programs

**APPENDIX 4: COMMUNITY DEVELOPMENT AND SERVICE DELIVERY STRATEGIES**

Community	Service Delivery Strategies	Partnerships
Prince Rupert	<ul style="list-style-type: none"> <li>- Service providers indicated support for integrated case management and emphasized that team decision-making is a critical component to making the integrated case management work</li> <li>- Good results from early intervention and prevention initiatives</li> <li>- Focus on what the family needs to be successful from a holistic perspective e.g., health, employment, drug and alcohol services</li> <li>- Use the community-schools as a cost-effective model for community programs</li> </ul>	<ul style="list-style-type: none"> <li>- Protection of children seen by Prince Rupert as a community responsibility not just a MCFD or foster parent responsibility; noted that both the Rotary Cub and United Way provide funding for community supports that provide protection to children</li> <li>- Opportunities to work more closely with service clubs to provide more supports to the community</li> <li>- Develop more partnerships with schools, especially community-schools</li> <li>- Aboriginal and non-aboriginal agencies to work in partnership to build capacity and facilitate cross-cultural awareness and training</li> </ul>
Terrace	<ul style="list-style-type: none"> <li>- Provide service to children and adults with special needs through the Community Living Governance structure, not the regional structure</li> <li>- Independent living policy should ensure youth's readiness for independent living and provide adequate supports</li> <li>- Ensure that "Kith and Kin" policy is</li> </ul>	<ul style="list-style-type: none"> <li>- Programs, agencies and ministries are all trying to manage budget cuts independently; partner with other services e.g., schools, human resources, health and discuss opportunities for cost savings</li> <li>- Explore partnership opportunities with service clubs and recreational centres; suggested partnering with the YMCA for fee-</li> </ul>

<b>Community</b>	<b>Service Delivery Strategies</b>	<b>Partnerships</b>
	<p>implemented consistently throughout the region</p> <ul style="list-style-type: none"> <li>- To make a difference in the lives of families and children in need recognize when people are ready to accept services and build capacity into the system for immediate response</li> <li>- Integrate and link services, taking a more holistic approach to meeting family needs; reduce barriers to access</li> <li>- Develop and maintain an up-to-date directory of services and provide this to all service providers</li> <li>- In a system where trust and respect are essential components, retention of staff is an important element</li> <li>- Provide more recreation opportunities, provide free spaces in programs for families in need; children need activities or drugs and alcohol become an attractive alternative</li> <li>- Provide a mentoring program for young mothers e.g., Moms helping Moms</li> <li>- Involve the business community / Chamber of Commerce</li> </ul>	<p>for-service programs</p> <ul style="list-style-type: none"> <li>- Partnership opportunities may exist with churches; they have facilities and people are used to coming to the church for help</li> <li>- Development of partnerships does not remove the responsibility to provide programs from the Ministry or Regional Authority</li> <li>- Partner with the schools for service delivery; Education is an important partner</li> <li>- Support the community-school initiative with funding</li> <li>- Aboriginal and non-aboriginal agencies to work in partnership to build capacity and facilitate cross-cultural awareness and training</li> </ul>
Kitimat	<ul style="list-style-type: none"> <li>- Provide a drop-in centre for parents; reduces isolation facilitates early identification of problems and early intervention</li> </ul>	<ul style="list-style-type: none"> <li>- Working together as a community is a key strategy to efficient deliver services</li> <li>- Partner with business,</li> </ul>

Community	Service Delivery Strategies	Partnerships
	<p>opportunities; funding for this program has recently cut and the community feels an important service was lost</p> <ul style="list-style-type: none"> <li>- Continue with the many initiatives that keep kids safe e.g., Block Watch, police programs in schools, helmet awareness program, car seat safety</li> <li>- Youth services are critical; outreach is an effective approach</li> <li>- Develop and offer cross-cultural training to service providers</li> </ul>	<p>other agencies, health, education and police</p> <ul style="list-style-type: none"> <li>- May be partnership opportunities with other communities e.g., Terrace</li> <li>- Aboriginal and non-aboriginal agencies to work in partnership to build capacity and facilitate cross-cultural awareness and training</li> </ul>
Smithers	<ul style="list-style-type: none"> <li>- Enhance stability of service providers by extending contracts beyond a year</li> <li>- Develop the concept of “wrap around” programs; involve family and children in decision making</li> <li>- Reduce the need for crisis management through the development of prevention programs; recreation programs an effective means of prevention</li> <li>- Prevention initiatives must include older children and youth, as well as those 0-6</li> <li>- Support families beyond the immediate crisis intervention; provide people to work in the home environment and</li> </ul>	<ul style="list-style-type: none"> <li>- Working in partnership with other service providers to provide services to youth works well</li> <li>- Aboriginal and non-aboriginal agencies to work in partnership to build capacity and facilitate cross-cultural awareness and training</li> <li>- Involve non-traditional partners in developing solutions</li> <li>- Involve municipal government in developing prevention strategies and supports to families and children</li> <li>- Involve the business community in development of strategies to support families and children e.g., recreation programs</li> </ul>

Community	Service Delivery Strategies	Partnerships
	<p>provide parenting education, nutrition etc.</p> <ul style="list-style-type: none"> <li>- Provide enhanced prevention and post-apprehension services, not just short-term intervention</li> <li>- Establish core services in all communities; when people have to go outside of community for services it is difficult to provide follow-up and continuity of service</li> <li>- Develop long-term support groups for clients</li> <li>- Provide a data base on all available services</li> <li>- Smithers has a committee that promotes cheap recreation and information on low cost recreation; some children are still unable to participate because transportation is a barrier</li> <li>- Develop a “good neighbour” public awareness program to involve the whole community in supporting families and children; municipal government could have a leadership role in program development</li> <li>- Develop a parenting mentoring program, provide support with money management etc.; involve the retail sector in providing programs on shopping, nutrition etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Involve people who are receiving or who have received services in support and mentoring programs</li> </ul>

<b>Community</b>	<b>Service Delivery Strategies</b>	<b>Partnerships</b>
	<ul style="list-style-type: none"> <li>- Find community champions to expand on or develop food co-op program; develop a food box program, community kitchen, baby sitting co-op</li> <li>- Deliver youth prevention programs e.g., birth control, drug and alcohol abuse</li> </ul>	
Burns Lake	<ul style="list-style-type: none"> <li>- Develop capacity through the volunteer sector in Burns Lake; access resources of community</li> <li>- Improve coordination of services by integrating services for children ages 0 – 6 in one facility</li> <li>- Use mediator services to help families assume their responsibilities; try to work out solutions outside of the court system; support Family Conferencing</li> <li>- Delegation is making a difference for aboriginal communities; success facilitated by support from MCFD social workers</li> <li>- Provide one number to call for access to services for both Aboriginal and Non Aboriginal families</li> <li>- Develop service delivery strategies that unite the community</li> <li>- Tailor foster parent training to the needs of the family and the community</li> <li>- Develop a support</li> </ul>	<ul style="list-style-type: none"> <li>- Aboriginal and non-aboriginal agencies to work in partnership to build capacity and facilitate cross-cultural awareness and training</li> <li>- Opportunities to work in greater partnership with foster families; change the perception that a child in care means the child comes from a “bad” family</li> <li>- Consider the cost of detention and partner with Justice agencies, ICBC to develop prevention programs for youth</li> </ul>

<b>Community</b>	<b>Service Delivery Strategies</b>	<b>Partnerships</b>
	structure for all foster families in the North – Potential to develop a program to connect families to help one another e.g., transportation, child care	
Houston	– Friendship Centre is developing a table card with information on community resources; cards will be made available to community services, restaurants, etc. – Provide early intervention services for all children, not just 0-6; hire a prevention worker and fund early intervention programs – Provide services to youth at risk; including a safe place for youth to stay at night – Consider ways to expand the block parent program as a means to provide a safe place for youth – Houston has a successful youth centre program; youth state clearly that the best way to keep kids out of trouble is to provide fun activities; program could be expanded to provide a safe house; program needs a permanent location	– College is doing research on the services available to youth and how youth access services; explore linkage and partnership opportunities with the college – The education system identifies children at risk; education is a key partner – Aboriginal and non-aboriginal agencies to work in partnership to build capacity and facilitate cross-cultural awareness and training
Hazeltons	– Develop mechanisms to enhance retention of professionals in the	– Service providers to work together in an integrated model promotes

Community	Service Delivery Strategies	Partnerships
	<p>community; continuity of service providers supports efficient service delivery</p> <ul style="list-style-type: none"> <li>- Fund parenting programs as part of prevention strategies; perhaps Building Blocks could provide funding for parenting programs</li> <li>- Reduce the number of children in care</li> <li>- Share services; Hazelton has capacity within their group homes and provides services to other communities</li> </ul>	<p>efficiencies</p> <ul style="list-style-type: none"> <li>- Aboriginal and non-aboriginal agencies to work in partnership to build capacity and facilitate cross-cultural awareness and training</li> </ul>
Atlin	<ul style="list-style-type: none"> <li>- Trust building is an important service delivery strategy when working with both the Aboriginal community; the needs of the child, Band and MCFD all need to be considered when intervening</li> <li>- The approach of the “Kith and Kin” section of the <i>CFCS Act</i> provides a less intrusive option that utilizes extended families as support; this will be useful in Atlin</li> <li>- Consider forming a “circle of support” committee to support families who are at risk; the Band is starting to develop these circles based on a restorative justice model</li> <li>- Support early intervention models that are inclusive of all parties</li> </ul>	<ul style="list-style-type: none"> <li>- Investigate the possibility of a Memo of Understanding (MOU) with Whitehorse for social services; many people in Atlin receive health services from Whitehorse; services could include child and family services, education services e.g., psychiatric assessments, special needs services through the Child Development Centre and resource teacher supports</li> <li>- Ministry of Transportation has some services delivered by the Yukon under different legislation</li> <li>- Potential to develop a block parent program in Atlin to help keep children safe, RCMP is interested and will look</li> </ul>

Community	Service Delivery Strategies	Partnerships
	<p>involved in supporting the child and family</p> <ul style="list-style-type: none"> <li>- Look at forming something similar to the Community Support Networks that have been developed for adults under the <i>Adult Guardianship Act</i> as a means to support families and ensure the safety and well-being of children</li> <li>- Use daycare staff as resources to teach parenting skills</li> </ul>	<p>into what other communities are doing</p> <ul style="list-style-type: none"> <li>- Partner with the Bands to develop resources who can provide family conferencing services</li> </ul>
Queen Charlotte Islands	<ul style="list-style-type: none"> <li>- Develop a model of service delivery that integrates and co-locates key services including child protection; this would be a more cost efficient use of space and facilitate the integrated case management approach</li> <li>- Co-location could include health services and improve coordination of services between Health and MCFD</li> <li>- Develop professional and para-professional resources from within the community to provide a more stable group of service providers</li> <li>- Provide services that ensure that families get their basic needs met (e.g., shelter, food, safety) to strengthen their ability to meet parenting demands resulting from</li> </ul>	<ul style="list-style-type: none"> <li>- Work in partnership with the Aboriginal Governance Authority to develop shared services based on need and co-determined priorities</li> <li>- Work in partnership with health to develop integrated services</li> <li>- Partner with the education system to develop and deliver programs</li> </ul>

Community	Service Delivery Strategies	Partnerships
	<p>having a child with developmental delays or special needs</p> <ul style="list-style-type: none"> <li>- Provide readily accessible resources to support early intervention initiatives</li> <li>- Involve social workers in prevention and education initiatives in the community; this would enable social workers to develop better relationships with the community</li> <li>- Acknowledge that maintaining confidentiality is difficult in a small community where everyone knows one another; develop mechanisms for dealing with conflict</li> <li>- Provide prevention programs for children, youth and families including parenting programs, youth recreation programs</li> </ul>	

**APPENDIX 5: FINANCIAL MANAGEMENT STRATEGIES**

<b>Community</b>	<b>Fund Raising Strategies</b>	<b>Budget Reduction Strategies</b>
Prince Rupert	<ul style="list-style-type: none"> <li>- Service providers had some enthusiasm for fundraising, but raised the concern that the Regional Authority would be in competition with agencies that currently fundraise</li> <li>- There was a strong feeling within the service provider group that fundraising is a downloading of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>- Service providers stated the last round of cuts had devastated services and that there are fewer and fewer services to refer people to</li> <li>- There may be opportunities for savings through sharing services with other agencies/programs e.g., administrative personnel</li> <li>- Consider utilization of services and waitlists when allocating funding</li> <li>- Evaluate services from the perspective of whether the family is benefiting and whether risk to the child has been reduced</li> <li>- Include outcomes as part of the deliverables in contracts</li> </ul>
Terrace	<ul style="list-style-type: none"> <li>- There is not community-wide acceptance of fundraising; concern that government is downloading their responsibility and that communities are overwhelmed with fund raising requests</li> <li>- There is some interest in the increased autonomy and flexibility that comes with the ability to raise funds and the establishment of a trust fund</li> </ul>	<ul style="list-style-type: none"> <li>- The community does not feel it has any excess capacity and that further cuts will put more families and children at risk</li> </ul>

Community	Fund Raising Strategies	Budget Reduction Strategies
	<ul style="list-style-type: none"> <li>- Suggest fund raising through projects like planned giving</li> <li>- Before embarking on fund raising, research what has been successful in other jurisdictions</li> </ul>	
Kitimat	<ul style="list-style-type: none"> <li>- The community doesn't believe the regional authority should have to fund raise, people are skeptical as they see funds raised from Hospital lotteries used for operating budgets</li> </ul>	<ul style="list-style-type: none"> <li>- The community is considering how some agencies may be able to come together under one board</li> <li>- Efficiencies may be able to be found if communities are given flexibility with their funding and programming</li> <li>- Avoid piecemeal funding and duplicate contracts for the same services</li> </ul>
Smithers		<ul style="list-style-type: none"> <li>- Develop mentoring programs where community members can volunteer to help others e.g., volunteer grandparents, Big Brother/Sisters</li> </ul>
Houston		<ul style="list-style-type: none"> <li>- Some of the cost of care could be passed on to the parents of children who are taken into protection; need to ensure such a policy does not put children at further risk</li> </ul>
Hazeltons		<ul style="list-style-type: none"> <li>- If children do not have to come into care, then savings could be transferred to the early</li> </ul>

Community	Fund Raising Strategies	Budget Reduction Strategies
		intervention programs
Queen Charlotte Islands		<ul style="list-style-type: none"> <li data-bbox="846 310 1295 527">– Integration and co-location of services would reduce costs and increase the ability of service providers to work together</li> <li data-bbox="846 533 1295 793">– Invest in youth prevention programs; long term savings can be attributed to a reduction of the number of children in care or involved with the Justice system</li> <li data-bbox="846 800 1295 905">– Give the community more autonomy on how their funding is spent</li> </ul>

## APPENDIX 6: BOARD COMPOSITION AND LINKAGES

Community	Board Composition	Linkages with Communities
Prince Rupert	<ul style="list-style-type: none"> <li data-bbox="386 310 797 527">– The Regional Planning Committee (RPC) / Regional Board should have an accountability contract with the communities</li> <li data-bbox="386 537 797 1125">– Service providers felt strongly that their community should be represented on the RPC/ Regional Board by an individual that has a strong understanding of their community; concerned that if they do not have representation all decision making will be centralized in Prince George or Terrace</li> <li data-bbox="386 1136 797 1608">– The service providers felt they would have less need to establish a formal community-based advisory committee if they had an assigned representative on the RPC/Regional Board; felt an informal committee structure would be sufficient in this scenario</li> <li data-bbox="386 1619 797 1913">– If there is no assigned representative, then RPC/Regional Board members should be responsible to liaise with assigned communities and ensure minutes are</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="820 310 1300 747">– Service providers decided that establishing an independent advisory committee would be the most appropriate way to link with the RPC/Regional Planning Board and suggested using the existing Child and Youth Committee (CYC) as the initial structure for the advisory committee</li> <li data-bbox="820 758 1300 863">– A formal advisory committee would require funding support</li> <li data-bbox="820 873 1300 1167">– Role of the advisory committee would be to “keep children safe” and communicate community needs to the RPC/Regional Board; could participate in program evaluation and performance management</li> <li data-bbox="820 1178 1300 1388">– Membership of the advisory committee should be strengthened to include both traditional and non-traditional stakeholders e.g., churches, businesses</li> <li data-bbox="820 1398 1300 1608">– The advisory committee should be an inclusive committee and include both the aboriginal and non-aboriginal representation</li> <li data-bbox="820 1619 1300 1871">– Advocacy groups could link with the advisory committee, thereby developing a broad communications link to and from the RPC/Regional Board</li> <li data-bbox="820 1881 1300 1913">– Linkages with non-</li> </ul>

Community	Board Composition	Linkages with Communities
	<p>exchanged between the planning and community committees</p> <ul style="list-style-type: none"> <li>- Ideally each community in the North would be represented on the RPC/Regional Board to ensure an equitable voice for all communities</li> </ul>	<p>traditional stakeholders was encouraged e.g., Fine Arts Council</p> <ul style="list-style-type: none"> <li>- The service provider group supported a suggestion by the out-going mayor to establish a social planning coordinator position to ensure that social issues affecting Prince Rupert were heard by City Council; potential to develop a Council Social Planning Committee</li> </ul>
Terrace	<ul style="list-style-type: none"> <li>- The community suggested forming an advisory committee chaired by a RPC member</li> </ul>	<ul style="list-style-type: none"> <li>- The community suggested the RPC/Board could play a role linking child and family services with Education and business to create service delivery and recreation opportunities</li> <li>- Suggestions for linkages include: interactive website where information can be posted and feedback provided, regular updates provided in local paper</li> </ul>
Kitimat	<ul style="list-style-type: none"> <li>- The community registered its concern that no one from Kitimat is on the RPC and they strongly recommend that someone from Kitimat should be on the committee</li> </ul>	<ul style="list-style-type: none"> <li>- Concerned with multiple governance authorities, especially concerned with how Community Living Services would link with the regional authority</li> <li>- The community discussed using the interagency committee as the link with the RPC/Board</li> <li>- Also discussed forming an advisory committee representing a cross section of the community e.g., parents, service providers, business</li> <li>- Community will continue to think about how it wants</li> </ul>

Community	Board Composition	Linkages with Communities
		to link with the RPB/Board
Smithers		<ul style="list-style-type: none"> <li>- Post minutes on website</li> <li>- Circulate RPC minutes to community committees; link to committees through MCFD staff; Elizabeth Bulmer to act as liaison for committees</li> <li>- Don't put the locus of power in Prince George</li> <li>- RPC members to visit communities and connect with community committees</li> <li>- RPC could hold meetings in different communities</li> </ul>
Burns Lake	<ul style="list-style-type: none"> <li>- Community would like a representative from Burns Lake; a specific person that is accessible to the community to whom they could report issues and concerns; a designated individual provides continuity</li> <li>- Community would like the RPC/Regional Board to hold some of their meetings in Burns Lake</li> <li>- The Burns Lake representative must understand the needs of the community and proactively link with the community</li> </ul>	<ul style="list-style-type: none"> <li>- Consultation with communities should have begun earlier prior to the decision to have dual governance models</li> <li>- Community is interested in designating a community person to link with the RPC/Regional Planning Board; could possibly be the MCFD team leader</li> <li>- The Child and Youth Committee could provide the linkage to the RPC, however there are concerns about time and capacity of the CYC to do the work required</li> <li>- Possibility of developing a coalition of small communities to link with RPC/Regional Board</li> <li>- Do not want two local committees linking with two separate authorities; too divisive</li> </ul>
Houston	- Many people attending	- Advisory committees need

<b>Community</b>	<b>Board Composition</b>	<b>Linkages with Communities</b>
	<p>the forum reported that they did not see the ads in the paper soliciting representatives for the RPC</p> <ul style="list-style-type: none"> <li>- Community would like a RPC/Regional Board representative to liaise with their advisory committee</li> </ul>	<p>to have recognized advisory status; need some support from the regional authority to organize and run advisory committee</p> <ul style="list-style-type: none"> <li>- Houston would like a follow-up meeting with the representatives from the RPC; the community feels many key decisions have already been made without consulting the communities</li> <li>- Houston decided to form an advisory committee; first meeting is January 8<sup>th</sup>, 2003 where the terms of reference and membership will be established; meeting will be advertised in the local paper and open to the community; first meeting will be held at the Salvation Army Mountainview Camp; Salvation Army will provide interim chair until one is appointed</li> </ul>
Hazelton	<ul style="list-style-type: none"> <li>- Develop accountability contracts between the RPC/Regional Board requiring members to liaise with the communities</li> </ul>	<ul style="list-style-type: none"> <li>- Hazelton discussed forming an advisory committee representative of the towns and reserves; perhaps the Child and Youth Committee could be used as the initial structure; requires funding to reimburse travel and child care expenses of volunteers</li> <li>- The Hospital Board offered to work collaboratively and provide some support to the advisory committee e.g., hold funds and distribute expense reimbursements</li> </ul>

Community	Board Composition	Linkages with Communities
		<ul style="list-style-type: none"> <li>- Advisory committee could be informal with rotating chair with an identified contact person in the community who could liaise with the Regional Planning Committee representatives; structure of committee could be worked out in subsequent meetings</li> </ul>
Atlin		<ul style="list-style-type: none"> <li>- Link to RPC/Regional Board through Inter-agency Planning Committee via tele-conference with a committee member</li> <li>- Inter-agency committee will establish this link</li> </ul>
Queen Charlotte Islands	<ul style="list-style-type: none"> <li>- The best option would be to have a representative on the RPC/Regional Board from QCI who could keep the Board mindful of the unique challenges to delivering service in QCI</li> <li>- Representatives should be elected, not appointed</li> </ul>	<ul style="list-style-type: none"> <li>- Identify a “point person” to link community to RPC/Regional Board</li> <li>- Begin by holding an open house or town forum to discuss the formation of a local committee; would need separate forums in each of the large communities; advertise with flyers, posters, radio and community TV channel</li> <li>- Any advisory committee in QCI needs to have both aboriginal and non-aboriginal representation to sustain relationships and prevent polarization of the community</li> <li>- Youth need to have a voice in the planning process</li> </ul>

**APPENDIX 8: DRAFT SUMMARY OF GOVERNANCE AUTHORITIES AND RESPONSIBILITIES**

