
2021-2024

2021-2024 STRATEGIC PLAN



TABLE OF CONTENTS

- 01.** Vision and Mission
- 02.** Overview of Strategic Goals
- 03.** Strategic Goal 1
- 04.** Strategic Goal 2
- 05.** Strategic Goal 3
- 06.** Strategic Goal 4



Our Vision

We envision a future where all individuals and communities impacted by FASD are supported to reach their fullest potential across the lifespan, and there is a continuous reduction in alcohol-exposed pregnancies.

Our Mission

The Central Alberta FASD Network believes in treating all individuals with respect, accepting our clients for who they are, and celebrating their uniqueness. In order to engage our clients and their caregivers across the lifespan, we provide community-based services and individualized support, in a safe and non-judgmental environment. We strive to support persons living with FASD and their caregivers by offering education and training, outreach and prevention and assessment and diagnosis services, and through informed and inclusive collaborative partnerships.



2021-2024 PLAN

The Central Alberta FASD Network/Society will realize its Mission, and work towards achieving its Vision, by utilizing the following three-year strategic plan. This plan charts the course for the network/society for the next three years and informs its business and budget planning process.

There are objectives, activities, timelines, performance measures and responsibility associated with each of the four strategic goals.

STRATEGIC GOALS

01

Increase supportive housing units and supports for youth and adults impacted by FASD.

02

Build agency capacity through program reviews and quality improvement.

03

Increase agency and program sustainability through additional funding sources and partners.

04

Using an Indigenous lens, strengthen the internal framework of the Network, and reinforce and expand external relationships with agencies, communities, and political bodies.



Increase supportive housing units and supports for youth and adults impacted by FASD.

STRATEGIC GOAL 1

Objective 1.1: Partner with the City of Red Deer, Children’s Services, Indigenous organizations, and other Central Region agencies, to advocate for support in funding of FASD specific supportive living units.

<ul style="list-style-type: none"> • City of Red Deer • Children's Services • Indigenous Agencies • Child Advocacy Centre 	<ul style="list-style-type: none"> • Apply for housing contracts. 	2023-2024	Executive Director	In progress
	<ul style="list-style-type: none"> • Advocate for percentage of CFS funded supportive housing for youth be contracted with the Network directly. 	2023-2024	Executive Director	This may not be a possibility
	<ul style="list-style-type: none"> • Create/establish a best practice model for supportive housing for individuals with FASD. 	2023	Executive Director/Program Supervisor	In progress

Objective 1.2: Communicate and collaborate with existing housing programs to develop appropriate housing supports and programming for individuals with FASD e.g. Vantage, Heritage Family Services.

Communicate and Collaborate	<ul style="list-style-type: none"> • Create/adjust current Network Programming to include training/programming for staff of existing supportive housing • Review opportunities for FASD specific housing partnerships. 	2021-2024	Prevention and Education Coordinator/ Corrections Coordinator Executive Director/Program Supervisor	On Going In progress
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Objective 1.3: Research grant opportunities for a Network operated housing project.

Network Housing Project	<ul style="list-style-type: none"> • Grant opportunities for Network Housing 	2023-2024	Executive Director	In progress
	<ul style="list-style-type: none"> • Identify partnerships e.g. Child Advocacy Centre, Recovery community, and other related agencies. 	2023-2024	Executive Director	In progress
	<ul style="list-style-type: none"> • Develop a fundraising plan for the 'Network Housing Project'. 	2023	Executive Director/Fundraising Coordinator	In progress

STRATEGIC GOAL 2

Objective 2.1: Build Board Member compliment and diversify to strengthen Indigenous framework throughout the Network.

Build Board Member compliment and diversify to strengthen Indigenous framework	<ul style="list-style-type: none"> Develop a plan for Indigenous Committee of the Board to assist in reviewing policies, programming, and pillars. 	2022	Indigenous Subcommittee	In progress - initiated but stalled
	<ul style="list-style-type: none"> Elder representation on the Board. 	2022	Executive Director/Board	In progress - in communication with a Metis Elder and Youth
	<ul style="list-style-type: none"> Youth Indigenous representation on the Board. 	2022	Executive Director/Board	

Objective 2.2: Review policies, programming, and pillar mandates through an Indigenous lens.

Review policies programming and pillars through Indigenous lens	<ul style="list-style-type: none"> Board member, two staff members, and four University of Calgary students trained in The First Nations Principles of OCAP - research model. 	2021-2024	Executive Director	Complete /Ongoing for each year
	<ul style="list-style-type: none"> Incorporate Restorative Practices philosophy and framework into all programming and client interaction. 	2021-2024	Executive Director	Ongoing
	<ul style="list-style-type: none"> Train internal Network staff in the following: <ul style="list-style-type: none"> The Principles of Restorative Practices Using Circles effectively Restorative Conferencing 	2022-2024	Executive Director	Complete /Ongoing
	<ul style="list-style-type: none"> Review the Valuing Mental Health grant for opportunities to build community capacity through Indigenous programming: <ul style="list-style-type: none"> Indigenous Focused Oriented Therapies - a full year long course 	2021-2024	Executive Director/ Prevention Coordinator	Annually with Grant Proposal
	<ul style="list-style-type: none"> Indigenous Tools For Living Training 	2023-2024	Executive Director/ Prevention Coordinator	In progress
	<ul style="list-style-type: none"> Review opportunities to purchase Indigenous resources – eg. Tipi 	2022	Executive Director/ Prevention Coordinator	Complete
			2021	Executive Director/ Prevention Coordinator



STRATEGIC GOAL 2

Objective 2.3: Utilize program/pillar mandates to develop evaluation tools.

Utilize program/pillar mandates to develop evaluation tools	<ul style="list-style-type: none"> • Create data tool for each program to provide outcome and evidence-based evaluation that includes end user/lived experience testimony. • Utilize the University of Calgary practicum student program to complete annual evaluations of programming. • Identify other academic/practicum opportunities. • Develop a strategy to address gender bias in programming. 	March 2022	Executive Director/Program Leads	Complete
		2021	Executive Director/Kerry Lowe	Ongoing annually
		2021	Executive Director	Secured RD Polytech/Lacombe Burman
		2023		Complete

Objective 2.4: Review external contracts for quality control, financial/administrative costs.

Review external contracts	<ul style="list-style-type: none"> • Complete a cost analysis of external contracts. • Hire a Network Program Supervisor with oblique reach into external contracts. • Review hiring practices for conformity to Network requirements. • Review programming for quality control and conformity to Network requirements. 	2021	Executive Director	Complete
		2022	Executive Director	Complete
		2021-2022	Executive Director	Complete
		2021-2022	Executive Director	Complete/Ongoing

Build agency capacity through program reviews and quality improvement.

STRATEGIC GOAL 2

Objective 2.5: Develop volunteer base.

Develop volunteer base	• Hire Volunteer Coordinator	2023	Executive Director/Program Supervisor for all	In progress
	• Develop recruitment and criteria plan	2022		Complete
	• Develop training plan	2022		Complete
	• Develop sustainability plan	2023		In progress
	• Areas of volunteering opportunity	2022		Complete



ONGOING OBJECTIVES

Strategic Goal 2

Increase community knowledge of programs	<ul style="list-style-type: none"> Prevention Conversation for aesthetics salons e.g. hair, nail, other. 	2022-2024	Prevention Coordinator	Not yet started
	<ul style="list-style-type: none"> Create articles for website, radio, and newspaper explaining each program; no cost and fee for service. 	2021-2024	Prevention Coordinator	Complete /Ongoing
	<ul style="list-style-type: none"> Continue to maintain memberships on provincial councils. 	2021	Executive Director/Prevention Coordinator	Complete
	<ul style="list-style-type: none"> Through Fund Raising events. 	2021	Fundraising Coordinator	In progress
	<ul style="list-style-type: none"> Increase memberships to include the Chamber of Commerce. 	2022		Complete
	<ul style="list-style-type: none"> Each supervisor/management level will sit on one local board. 	2022	Executive Director/Program Supervisor	Complete
	<ul style="list-style-type: none"> Each employee to sit on one relevant and influential community committee. 	2022-2024		Complete /Ongoing
Provide FASD education and communicate innovate programming	<ul style="list-style-type: none"> Seek opportunities to share innovative programming and successes. 	2021-2024	Network employees/Board	Ongoing
Update Website information	<ul style="list-style-type: none"> Review Website monthly. Connect with other FASD Links. Ensure all training and community events are posted. Ensure registration for any sessions are easy to access. 	2021-2024	Clinic Coordinator	Ongoing



ONGOING OBJECTIVES

Strategic Goal 2

<p>Increase FASD knowledge internal/external staff knowledge in FASD and programming</p>	<ul style="list-style-type: none"> • Annual refresher: <ul style="list-style-type: none"> ◦ PCAP ◦ ORS ◦ Pillars/attached programs ◦ Restorative Practices ◦ Program expectations, documentation • Quarterly face to face meetings: <ul style="list-style-type: none"> ◦ Review current research ◦ Available community training 	<p>2021-2024</p>	<p>Executive Director/Program Supervisor</p>	<p>Ongoing</p>
<p>Review, update, and adapt programs</p>	<ul style="list-style-type: none"> • Staff program strategy sessions • Management review of programs • Client surveys • Evaluation Results • Update program manuals, policy, and procedures 	<p>2021-2024</p>	<p>Executive Director/Program Supervisor</p>	<p>Ongoing</p>



Increase agency and program sustainability through additional funding sources and partners.

STRATEGIC GOAL 3

Objective 3.1: Research other funding streams including Children’s Services and Jordan’s Principle for youth assessment and diagnosis

Research other funding streams including Children's Services and Jordan's Principle	<ul style="list-style-type: none"> • Research online and other funding streams. • Apply for funding of assessment and diagnosis for youth in care and/or youth who have treaty status. 	2021-2024	Executive Director	Ongoing
		2021	Executive Director/Clinic Coordinator	Ongoing

Objective 3.2: Explore all funding options – grant and contracts.

Explore all funding options	<ul style="list-style-type: none"> • Develop procedure for grant funding applications. • Develop an annual list of grant application opportunities. • Develop annual timeline for funding application completion. 	2022	Executive Director	Complete
		2021	Executive Director	Complete
		2022	Executive Director	Complete

Objective 3.3: Develop Fund Raising capacity, charity status and fee for service programs.

Develop Fund Raising capacity, charity status and fee for service programs.	<ul style="list-style-type: none"> • Apply to CRA for Charity registration and receive approval. • Develop annual Fund-Raising plan. • Develop "fee for service" rubric. • Advertise "fee for service" programming through website, brochures, media advertising, programming documents. 	2022	Executive Director for all	Complete
		2023		In progress
		2021		Complete
		2021		Complete



Increase agency and program sustainability through additional funding sources and partners.

STRATEGIC GOAL 3

Objective 3.4 Develop partnerships/collaborations to address financial commitments.

Develop partnerships/collaborations to address financial commitments	<ul style="list-style-type: none"> Collaborate with the Ministry of Justice and Solicitor General regarding FASD Diversion Program. 	2021-2022	Executive Director	Complete/Ongoing
	<ul style="list-style-type: none"> Connect with FN agencies/governments. 	2021-2022	Executive Director/Board	In progress
	<ul style="list-style-type: none"> Continue to collaborate with the Child Advocacy Centre in the development of the "Centre of Excellence for Youth". 	2021-2024	Executive Director/Program Supervisor	Removed - Building for FASD Youth and Adult Services secured
	<ul style="list-style-type: none"> Continue to collaborate with RCMP and Alberta Office of the Crown for human resource capitol and expansion of the FASD Diversion Program 	2021-2024	Executive Director/Program Supervisor/Justice Coordinator	Complete/Ongoing



ONGOING OBJECTIVES

Strategic Goal 3

<p>Review Agency Structure</p>	<ul style="list-style-type: none"> • Develop a schedule to review or continuous fluid organizational structure to ensure maximization of budget and coinciding client care. • Develop a document outlining how leadership is addressing adequate support for employees - external/internal to Network to address retention issues. 	<p>2022</p> <p>2022-2024</p>	<p>Executive Director</p> <p>Executive Director/Program Supervisor</p>	<p>Annually through evaluations - Complete /Ongoing</p> <p>In progress</p>
<p>Identify pillars/ programs for funding</p>	<ul style="list-style-type: none"> • Justice related programming. • Youth funding which is sustainable. • Summer or short-term projects to enhance existing programs. • Assessment and Diagnosis: <ul style="list-style-type: none"> ◦ Clinic Structure review ◦ Development of West Country Clinic Team ◦ Development of East Country Clinic Team 	<p>2021-2024</p> <p>2021</p> <p>2022</p> <p>2022-2024</p> <p>2021</p> <p>Postpone to a new strat plan cycle</p>	<p>Executive Director</p> <p>Executive Director</p> <p>Executive Director/Program Supervisor</p> <p>Executive Director/Clinic Coordinator</p>	<p>Complete /Ongoing</p> <p>Complete /Ongoing</p> <p>Complete /Ongoing</p> <p>Complete Complete</p> <p>Not yet Started</p>



Using an Indigenous lens, strengthen the internal framework of the Network, and reinforce and expand external relationships with agencies, communities, and political bodies.

STRATEGIC GOAL 4

Objective 4.1: Executive Director to seek Central Region and provincial level partnerships and working group/committee/board opportunities.

Executive Director to seek Central Region and provincial level partnerships	<ul style="list-style-type: none"> Partner with the Metis Nation of Alberta. 	2021	Clinic Assistant	Complete
	<ul style="list-style-type: none"> Partner with UAVS. 	2021	Executive Director/Board Chair	No progress - despite attempts - post pone
	<ul style="list-style-type: none"> Develop an ongoing plan for partnership with O'Chiese, Sunchild, and Bighorn reserves. 	2021	Executive Director/Prevention Coordinator	Complete /Ongoing
	<ul style="list-style-type: none"> Participate on EFAN Working Group for the implementation of WRaP Program Pilot Project. 	2021-2022	Executive Director	Complete
	<ul style="list-style-type: none"> UN CRPD project. 	2021	Executive Director	Complete

Objective 4.2 Partner with Red Deer Public and Red Deer Catholic School Districts to develop Network presence in grades K – 12.

Partner with Red Deer Public and Red Deer Catholic School Districts	<ul style="list-style-type: none"> Meet with school officials to discuss the following: Discuss possibility of implementing the WRaP Program if an external grant can be accessed. Discuss training and education plan for staff and students. Discuss how the Network can offer support in the school environment i.e. identifying and supporting FASD, behavioral planning. Provide Restorative Practice and Restorative Circles in Schools training. 	2021-2022	Executive Director/Board Vice Chair	Complete Complete
		2023	Executive Director	In progress - RD Catholic In progress - RD Catholic No progress - move to next cycle

Using an Indigenous lens, strengthen the internal framework of the Network, and reinforce and expand external relationships with agencies, communities, and political bodies.

STRATEGIC GOAL 4

Objective 4.3 Develop agency specific presentations that include an Indigenous lens/perspective that positively reflects culture.

Develop agency specific presentations	<ul style="list-style-type: none"> • RCMP • Crown • CFSA • Early Intervention • Chamber of Commerce • Elementary Education • Jr/Sr High Students • Alberta Works/AISH • PDD • Sunchild, O'Chiese, Big Horn reserves 	2022	Prevention Coordinator	Complete
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Objective 4.4: Connect with local governments and maintain contact with regional and provincial political representatives.

Connect with local/regional/provincial government representatives	<ul style="list-style-type: none"> • Develop annual meeting schedule with MLA's, MP's, City Officials throughout Central Alberta. • Inform government/ministries of programs offered through letter writing campaign/online campaign. • Focus on strategic priorities of community support and infrastructure including housing, funding, and advocacy. • Inform of collaborative efforts and increasing capacity of civil society. • Inform of need for future levels of support and advocacy by local governments for programs and partnerships. • Identify opportunities to network with politicians at conferences and meetings. 	2021-2024	Executive Director/Board Chair Executive Director/Board of Directors	In progress with 2022 fiscal to begin Ongoing Ongoing Ongoing Ongoing
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ONGOING OBJECTIVES

Strategic Goal 4

<p>Invite agencies to be involved in FASD Awareness activities</p>	<ul style="list-style-type: none"> • Create FASD Awareness Day organizing committee that involves other agencies in each community of Central Alberta. • Begin planning for FASD Awareness Day with communities prior to end of March each year. • Choose two communities per year to involve new agencies. • Develop Red Deer's FASD Awareness day into a three-day professional conference. 	<p>2021-2024</p> <p>2024</p>	<p>Network Employees and Board</p> <p>Executive Director/ Prevention Coordinator</p>	<p>Complete /Ongoing</p> <p>Complete /Ongoing</p> <p>Ongoing</p> <p>One day event for 2023</p>
<p>Involvement in community-based activities</p>	<ul style="list-style-type: none"> • Physical presence at community events/celebrations. • Job Fairs • Health Fairs • Assembly/Cultural days • Trade Shows 	<p>2021-2024</p>	<p>Network Employees and Board</p>	<p>Ongoing</p>
<p>Connect with Elders /Seniors</p>	<ul style="list-style-type: none"> • Each employee to identify and meet with one senior/Elder per month. • Request an invite to attend Elder/Senior meetings. • Create visual information packet for Elders - FASD. 	<p>2021-2024</p>	<p>Specific employee with connection to Indigenous traditions</p>	<p>Ongoing</p>

