



CENTRAL ALBERTA FASD NETWORK: STRATEGIC PLAN

2024-2027

Our Vision Statement

We envision a future where all individuals and communities impacted by FASD are supported to reach their full potential, and there is a continuous reduction in alcohol-exposed pregnancies, and the accompanying stigma attached to this disability.

Our Mission Statement

The Central Alberta FASD Network believes in treating all individuals with respect, accepting our clients for who they are, and celebrating their uniqueness. 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 individuals impacted by FASD and their caregivers by offering education and training, outreach and support and assessment and diagnostic services through informed and inclusive collaborative partnerships.

CENTRAL ALBERTA FASD NETWORK: STRATEGIC PLAN

2024-2027

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.

TARGETS FOR GRANTS:

Activity Targets for 2024 – 2025 – Seniors, Community and Social Services Ministry

Grant:

PROGRAM	ACTIVITY TARGET	PROGRESS TOWARD TARGET (Updated Biannually)
Prevention and Education Sessions Provided (1.0 FTE)		
- Professionals	230 individuals	
- Post Secondary	60 individuals	
- Public	80 individuals	
- Youth	230 individuals	
Assessment & Diagnosis	55 youth and/or adults	
Supports to Individuals and Caregivers	699	

Parent Child Assistance Program (PCAP)	36 individuals	
--	----------------	--

Activity Targets for 2024 – 2025 – Ministry of Education Grant (WRAP 2.0):

PROGRAM	ACTIVITY TARGETS	PROGRESS TOWARD TARGET (Updated Biannually)
Professional Learning (Presentations to Schools & Coaching/Case Consultation)	62	

Activity Targets for 2024 – 2025 – Ministry of Health Grant (Valuing Mental Health/Wellbriety):

PROGRAM	ACTIVITY TARGETS	PROGRESS TOWARD TARGET (Updated Biannually)
Wellbriety Training Modules	Two x 4-day trainings annually	
Firestarter Gatherings	Three x 1 day planning meetings annually	

Activity Targets for 2024 – 2025 – Ministry of Public Safety and Emergency Services Grant – FASD Restorative Justice Diversion:

PROGRAM	ACTIVITY TARGETS	PROGRESS TOWARD TARGET (Updated Biannually)
FASD Court Diversion	18	

FASD Restorative Justice Program (Prevention)	22	
--	----	--

Activity Targets for 2024 – 2025 – Ministry of Public Safety and Emergency Services Grant – Red Deer Remand Transitional Mentorship Program:

PROGRAM	ACTIVITY TARGETS	PROGRESS TOWARD TARGET (Updated Biannually)
Red Deer Remand – 2 nd Floor	TBD	
Red Deer Remand – Transition to Community	TBD	

The Strategic Goals:

1. Increase agency and program sustainability through additional funding sources and partners.
2. Build agency capacity through program reviews and quality improvement.
3. Strengthen the internal framework of the Network, and reinforce and expand external relationships with agencies, communities, and political bodies.
4. Beginning in 2026, increase supportive housing units and support for youth and adults, impacted by FASD.

Note: The strategic plan, and progress on advancing the plan, will be reviewed by the Board of Directors on an annual basis.

Strategic Goal #1

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

Objectives

- **3.1** Research other funding streams including Children’s Services and Jordan’s Principle for youth assessment and diagnosis.
- **3.2** Explore all funding options – grant and contracts.
- **3.3** Develop Fund Raising capacity, charity status and fee for service programs.
- **3.4** Develop partnerships/collaborations to address financial commitments.
- **Ongoing:**
- Review agency structure.

Operational Plan

Objective	Activity	Timeline	Assigned Responsibility	Status
3.1 Research other funding streams including Children’s Services and Jordan’s Principle	<ul style="list-style-type: none"> ○ Research online and other funding streams. 	2024 – 2027	Executive Director/Operations Supervisor	Ongoing – depending on grant tenure
	<ul style="list-style-type: none"> ○ Apply for funding of assessment and diagnosis for youth in care and/or youth who have treaty status. 	2024 - 2027	Clinic Coordinator	Ongoing per applicable assessment
3.2 Explore all funding options	<ul style="list-style-type: none"> ○ Develop an annual list of grant application opportunities. 	2024	Ex Dir/Op Sup	Not complete for 2024
	<ul style="list-style-type: none"> ○ Develop annual timeline for funding application completion. 	2024	Ex Dir/Op Sup	

				Not complete for 2024
3.3 Develop Fund Raising capacity, charity status, and fee for service programming	<ul style="list-style-type: none"> ○ Maintain standards for CRA for charity registration and receive approval. 	2024 - 2027	Ex Dir/Board of Directors oversight	Ongoing
	<ul style="list-style-type: none"> ○ Maintain standards for Accreditation. 	2024 - 2027	Ex Dir/Board of Directors oversight	Ongoing
	<ul style="list-style-type: none"> ○ Develop annual Fund-Raising plan. 	2024	Ex Dir/Social Media & Marketing Cor	In Progress
	<ul style="list-style-type: none"> ○ Update Fee for Service Rubric 	2024	Op Supervisor	Not complete
3.4 Develop partnerships/collaborations to address financial commitments	<ul style="list-style-type: none"> ○ Manage grant through Ministry of Justice and Solicitor General regarding FASD Diversion Program – Transitional Mentorship. 	2024-2026	Ex Dir	Ongoing
	<ul style="list-style-type: none"> ○ Connect with FN agencies/governments. 	2024-2025	Ex Dir/Board/Op Supervisor	Not complete
	<ul style="list-style-type: none"> ○ Continue to collaborate with RCMP and Alberta Office of the Crown for human resource capitol and expansion of FASD Diversion Program. 	2021-2024	Ex Dir/Clinical Supervisor/RJ	Ongoing

			Program Supervisor	
ONGOING OBJECTIVES				
Review agency structure	<ul style="list-style-type: none"> Develop a schedule to review for continuous fluid organizational structure to ensure maximization of budget and coinciding client care. 	2024 - 2025	Ex Dir	Quarterly – January 2024, March 2024, June 2024, September 2024
Identify pillars/programs for funding	<ul style="list-style-type: none"> Justice related programming. Youth funding which is sustainable. Utilize post secondary students for short-term projects to enhance existing programs. Assessment and Diagnosis: Review of West Country Clinic to increase numbers 	2024-2027 2024 - 2027 2022 2022-2024 2024	Ex Dir Ex Dir Ex Dir/Clinical Sup Op Sup/Clinic Cor	Ongoing Ongoing Ongoing Not complete

	○ Development of East Country Clinic team	2025	Op Sup/Clinic Cor	Not complete
--	--	------	-------------------	--------------

Strategic Goal #2

Build agency capacity through program reviews and quality improvement.

Objectives

- **2.1** Build Board Member compliment, and diversify to strengthen the Network’s framework.
- **2.2** Review policies, programming, and pillar mandates utilizing a third-party evaluation lens.
- **2.3** Utilize program/pillar mandates to develop evaluation tools.
- **2.4** Review external contracts for quality control, financial/administrative costs on an annual basis.
- **2.5** Develop a robust volunteer program.
- **Ongoing:**
- Increase community knowledge of programs.
- Provide FASD education and communicate innovative programming throughout Central Region, provincially, nationally, internationally.
- Update Website information.
- Increase internal/external staff knowledge in FASD and programming.
- Review, update and adapt programs.

Operational Plan

Objective	Activity	Timeline	Assigned Responsibility	Status
-----------	----------	----------	-------------------------	--------

<p>2.1</p> <p>Build Board Member compliment and diversify to strengthen Networks framework</p>	<ul style="list-style-type: none"> ○ 8-10 Board Member compliment is the goal. ○ Continue to recruit from diverse background sources. 	<p>2024</p>	<p>Board of Dir/Ex Dir</p>	<p>Not complete</p>
<p>2.2</p> <p>Review policies, programming, and pillars through a disability and diversity lens.</p>	<ul style="list-style-type: none"> ○ Incorporate Restorative Practices philosophy and framework into all programming and client interaction. ○ Train internal Network staff in the following: <ul style="list-style-type: none"> ○ The Principles of Restorative Practices ○ Using Circles Effectively ○ Restorative Conferencing ○ Review the Valuing Mental Health grant for opportunities to build community capacity through Indigenous programming: ○ Participate in Disability Conferences, Committees, Policy Development Groups. 	<p>2024</p> <p>2024 - 2026</p> <p>2024- 2027</p> <p>2024</p>	<p>Ex.Dir.</p> <p>Ex. Dir.</p> <p>Ex Dir/Prevention Education Coordinator</p> <p>Ex Dir/Prevention Education Coordinator</p> <p>Professor Mellissa Tremblay, PhD University of Calgary and CANFASD Researcher</p> <p>Ex Dir/Board of Directors/Leadership Team</p>	<p>Complete/Ongoing for each year</p> <p>Not complete for new employees</p> <p>In progress</p> <p>In progress</p> <p>In progress</p>

	<ul style="list-style-type: none"> ○ RFP for third-party evaluation of programs – 2024 is Restorative Justice Programming. ○ Utilize Accreditation Standards to continuously improve programming, operations, policies and procedures on an annual basis. 	2024 – January and September		
<p>2.3</p> <p>Utilize program/pillar mandates to develop evaluation tools</p>	<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 - – 2024 is Restorative Justice Programming/InReach – Transitional Mentor ○ Identify academic/practicum opportunities. 	<p>March 2022</p> <p>2024</p> <p>2024</p>	<p>Ed. Dir./Program Leads</p> <p>Prof Mellisa Tremblay</p> <p>Ex. Dir.</p>	<p>Not complete</p> <p>In progress</p> <p>Secured RD Polytech/Lacombe Burman</p>
<p>2.4</p> <p>Review external contracts</p>	<ul style="list-style-type: none"> ○ Review hiring practices for conformity to Network requirements. 	<p>2024</p> <p>2024</p>	<p>Ex. Dir./Clinical Sup</p> <p>Ex. Dir./Clinical Supervisor</p>	<p>Scheduled for March 2024</p>

	<ul style="list-style-type: none"> ○ Review programming for quality control and conformity to Network requirements. 			Scheduled for March 2024
2.5 Develop volunteer base	<ul style="list-style-type: none"> ○ Hire Volunteer Coordinator ○ Develop recruitment and criteria plan ○ Develop training plan. ○ Develop sustainability plan. ○ Areas of volunteering opportunity 	2024 2024 2024 2024 2024	Ex. Dir./Leadership Team	In Progress for all
ONGOING OBJECTIVES				
Increase community knowledge of programs	<ul style="list-style-type: none"> ○ Prevention Conversation for liquor store campaign. ○ Create articles for website, radio, and newspaper explaining each program; no cost and fee for service. ○ Continue to maintain memberships on provincial councils. ○ Through Fund Raising events. 	2024-2025 2024 2024 - 2027 2024 - 2027 2024 - 2027	Social Media Cor/Prevention Cor Clinical Sup/Social Media Cor/Prevention Cor Ex Dir Ex Dir/Social Media Cor Ex Dir Ex Dir	In progress Update required January - March Ongoing In progress Ongoing

	<ul style="list-style-type: none"> ○ Maintain memberships in disability related organizations. 	2024 - 2027	Ex Dir	Ongoing
Provide FASD education and communicate innovative programming	<ul style="list-style-type: none"> ○ Seek opportunities to share innovative programming and successes. 	2024-2027	Network employees/Government/Board of Directors	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 all donation and fundraising events/opportunities are posted. ○ Ensure registration for any sessions is accessible. 	2024-2027	Op Supervisor	Ongoing
Increase FASD knowledge internal/external staff knowledge in FASD and programming	<ul style="list-style-type: none"> ○ Annual refresher: <ul style="list-style-type: none"> ✓ PCAP ✓ ORS – client databased system ✓ Pillars/attached programs ✓ Restorative Practices ✓ Program expectations, documentation 	2024-2027	Ex Dir/Op Supervisor	Ongoing

	<ul style="list-style-type: none"> ○ Annual face to face meetings external contracts: <ul style="list-style-type: none"> ✓ Review current research ✓ Available community training 	2024	Ex Dir/Clinical Sup	March 2024
Review, update and adapt programs	<ul style="list-style-type: none"> ○ Staff program strategy sessions. ○ Management review of programs. ○ Client surveys. ○ Evaluation results. ○ Update program manuals, policy, and procedures. 	2024 - 2027	Ex Dir/Leadership Team	Ongoing

Strategic Goal #3

Strengthen the internal framework of the Network, and reinforce and expand external relationships with agencies, communities, and political bodies.

Objectives

- **4.1** Executive Director to seek Central Region and provincial level partnerships and working group/committee/board opportunities.
- **4.2** Partner with Red Deer Public and Red Deer Catholic School Districts to develop Network presence in grades K – 12.
- **4.3** Develop agency specific presentations that include a disability and diversity lens/perspective that positively reflects culture.
- **4.4** Connect with local governments and maintain contact with regional and provincial political representatives.
- **Ongoing:**
- Invite agencies to be involved in FASD Awareness activities.
- Involvement in community-based activities.
- Increase connection with Elders and Indigenous organizations.

Operational Plan

Objective	Activity	Timeline	Assigned Responsibility	Status
<p>4.1</p> <p>Executive Director to seek Central Region and provincial level partnerships</p>	<ul style="list-style-type: none"> ○ Develop an ongoing plan for partnership with O’Chiese, Sunchild and Big Horn reserves. ○ Seek placement on the Premier’s Council for Disabilities. ○ Seek Board positions for related disability and justice organizations. 	<p>2024</p> <p>2024</p> <p>2026</p>	<p>Ex Dir/Clinic Coordinator/PCAP employee</p> <p>Ex Dir</p> <p>Ex Dir</p>	<p>In progress</p> <p>On related Board of Directors until 2026.</p>
<p>4.2</p> <p>Partner with Red Deer Public/Red Deer Catholic School Districts</p>	<ul style="list-style-type: none"> ○ Meet with school officials to discuss the following: ○ Review success of WRaP Program. ○ 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. 	<p>2024</p> <p>2024</p>	<p>Ex Dir/ Red Deer Public and Red Deer Catholic</p>	<p>Not complete for 2024</p> <p>Not complete</p>

	<ul style="list-style-type: none"> ○ Provide Restorative Practice and Restorative Circles in Schools training. 		Ex Dir	
<p>4.3</p> <p>Connect with local/regional/provincial government representatives</p>	<ul style="list-style-type: none"> ○ Develop annual meeting schedule with MLA's, MP's, City Officials throughout Central Region. ○ 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. 	2024	<p>Ex Dir/Board Member/Admin Assistant</p> <p>Ex Dir and Board of Directors</p>	<p>Not complete for 2024</p> <p>Not complete for 2024</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
ONGOING OBJECTIVES				
Invite agencies to be involved in FASD Awareness activities	<ul style="list-style-type: none"> ○ Create FASD Awareness Day organizing committee that involves other agencies in each community of Central AB. 	2021-2024	Network employees and Board	Complete/Ongoing

	<ul style="list-style-type: none"> ○ 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. 	2024	Three day for 2024	Complete/Ongoing Ongoing One day event for 2023
Involvement in community-based activities	<ul style="list-style-type: none"> ○ Physical presence at community events/celebrations ○ Job Fairs ○ Health Fairs ○ Assembly/Cultural days ○ Trade Shows 	2021-2024	Network employees and Board	Ongoing
Connect with Elders/Seniors	<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. 	2021-2024	Specific employee with connection to Indigenous traditions	Ongoing

Strategic Goal #4

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

Objectives

- 1.1 Partner with the City of Red Deer, organizations serving families, and other Central Region agencies, to advocate for support in funding of FASD specific supportive living units.

- **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, Etana, and other Network Staff and Board identified agencies.
- **1.3** Research grant opportunities for a Network operated housing project.

Operational Plan

Objective	Activity	Target Dates	Assigned Responsibility	Status
Partner	Advocate for funding and partnerships to increase housing and supports	Year or Quarter/Year	Lead(s)	Updated results
1.1 1. City of Red Deer 2. Indigenous Agencies 3. Etana Disability	○ Apply for housing contracts.	2026-2027	Executive Director/Operational Supervisor	TBD
	○ Create/establish a best practice model for supportive housing for individuals with FASD.	2026-2027	Executive Director/Operational Supervisor	TBD
1.2 Communicate and collaborate	○ Create/adjust current Network programming to include training/programming for staff of existing supportive living housing.	2024-2027	Prevention/Education Coordinator/ Restorative Justice Programs Supervisor	Ongoing
	○ Review opportunities for FASD specific housing partnerships.	2026-2027	Ex. Dir. / Leadership Team	TBD
1.3 Network Housing Project	○ Grant opportunities for Network Housing – focus on Federal Funds.	2026-2027	Ex. Dir.	In progress- Federal Funding
		2026-2027	Ex. Dir.	

	<ul style="list-style-type: none"> ○ Identify partnerships e.g., Recovery Community, and other related organizations. ○ Develop a fundraising plan for the “Network Housing Project” 	2026-2027	Ex. Dir/Fundraising Coordinator/Marketing and Social Media Coordinator	<p>In progress</p> <p>In progress</p>
--	--	-----------	--	---------------------------------------