



*Edmonton & Area
Child & Family Services Region 6*

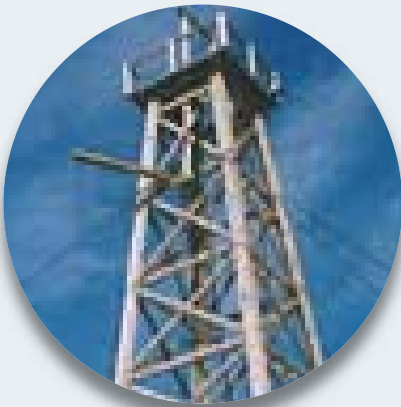


*Family & Community Support Services
Edmonton – Evergreen Region*

Community Partnership Enhancement Forum

2004 – 2010

Legacy Report



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on behalf of the

Regional CPEF Committee



Table of Contents

- Background* 1
- Provincial CPEF Goals and Outcomes* 1
- Regional CPEF Committee* 1
 - *Terms of Reference* 1
 - *Guiding Vision* 1
 - *Mission* 2
 - *Roles and Responsibilities* 2
 - *Membership* 2
 - *Structure* 2
- Region 6/Edmonton Evergreen Goals* 2
- Strategies and Related Activities* 3
 - *Enhancing Partnerships* 3
 - *Engaging in Collaborative Planning* 3
 - *Funding and Supporting Local and Regional Partnership Activities* 3
- Outcomes Achieved by Strategies and Related Activities* 3
 - *Enhancing Partnerships* 3
 - Creating and Supporting the Community Development (CD) Collaborative 3
 - Tale of Two Systems 4
 - Speaking at Conferences/Sharing Learnings 4
 - Community Mapping 4
 - Creating and Maintaining Websites 9
 - Promoting and Developing Leadership Capacity 10
 - Creating and Maintaining Effective Partnerships Guide 10
 - Creating Partnership Enhancement Tool Box 10
 - *Engaging in Collaborative Planning* 11
 - Developing and Supporting LANS 11
 - Creating Community Mapping and Collaborative Planning Tool Box 14
 - Developing and Supporting the Caring Community Collaborations Model 14
 - *Funding and Supporting Local and Regional Partnership Activities* 15
 - Creating and Administering Grant Application and Funding Process 15
 - Creating and Maintaining a Vibrant Regional CPEF Committee 16
 - Providing Funding for Administrative Support to Local Area Network 17
- CPEF Legacy* 17
 - *Key Learnings* 17
 - *Success* 17
 - *Success Stories from the Field* 18
 - *The Work Continues* 18
 - *Stories from the Field* 18
- Gratitude* 18

Appendices

1. South West Edmonton Community Mapping Profile Presentation
2. Parkland and Area Community Partnership Presentation to Parkland County Council (November 3, 2009)
3. Creating and Maintaining Effective Partnerships (Revised November 2009)
4. Southwest Edmonton Profile
5. Strathcona County Community Partnership Enhancement
6. Sturgeon County/Fort Saskatchewan Profile
7. Parkland County and Wildwood Profile
8. Mill Woods Profile
9. Mill Woods – Youth Sub-Committee Profile
10. Mill Woods – Diversity Sub-Committee Profile
11. Northeast Edmonton (N.E.M.A.T.) Profile
12. Northeast Edmonton (N.E.M.A.T.) – Northerner's Sub-Committee Profile
13. North Central Edmonton Profile
14. North Central – Enhancing Services Sub-Committee Profile
15. West Edmonton Profile
16. Southeast Edmonton Profile
17. St. Albert S.A.M.
18. Old Strathcona Edmonton Profile
19. City Centre Edmonton Profile
20. Leduc County Profile
21. Caring Community Collaborations: A Model for Working with Individuals and Families with Complex Needs (June, 2009)
22. Grant Summary and Achievements on Expected Outcomes
23. A Hero's Journey (January, 2006)
24. Camp Experience, Volume 1: A Partnership of Community Agencies Working Together for Brighter Futures (Revised February, 2007)
25. Changes Program Manual (June, 2006)
26. Needs Assessment Research for Somali Community in Edmonton (2007)
27. Should we dance? A resource for effective partnering (February, 2007)
28. Enhancing Community Capacity to Engage and Involve Immigrant and Refugee Families: A Model for Inclusive Collaboration (June, 2008)
29. Building the Puzzle: A Forum to Work toward a System-Linking Family Violence Protocol (July 15, 2008)
30. The Amazing Partnership Race
31. Success Stories from the Field: Harry Oswin (Chairperson, CPEF Regional Committee) and Patti Johnston, Region 6 CFSA
32. Success Stories from the Field: Debbie Bryson, Region 6 CFSA
33. Success Stories from the Field: Kim Williston, Beaumont FCSS
34. Success Stories from the Field: Marnie Lee, Strathcona County
35. Success Stories from the Field: Loraine Berry, Spruce Grove FCSS
36. Success Stories from the Field: Karen Bardy, Edmonton Public School Board
37. Success Stories from the Field: David Rust, Alberta Health Services
38. Success Stories from the Field: Tiina Payson, Edmonton Public Library
39. Success Stories from the Field: Connie Smigielski, St. Albert FCSS
40. Success Stories from the Field: Roxanne Tomkinson, Region 6 CFSA
41. Success Stories from the Field: Cathy Martin, Region 6 CFSA
42. Success Stories from the Field: Kelly Hennig, ABC Head Start
43. Letter of Support for Premier's Award of Excellence Nomination: Gloria Chalmers, Edmonton Public School Board

*The CPEF Legacy Report and Appendices can be found at:
<http://www.edmontonandareacfsa.gov.ab.ca/publish/619.cfm>*

Background

The Community Partnership Enhancement Fund (CPEF) was an initiative of the Ministry of Children and Youth Services between 2003 and 2009. The fund was created to provide dedicated resources to improving partnerships between Family and Community Support Services (FCSSs) and Child and Family Services Authorities (CFSAs) for the purpose of improving delivery of services to children, youth and families. The funds were distributed regionally with each Region being asked to submit an application with a plan for how the money would be utilized in their Region.

Region 6/Edmonton Evergreen FCSS formed a committee made up of FCSS and CFSA managers and staff and submitted an application for an annual budget of \$404,000 for each year of the initial three year period. As it turned out, the fund was maintained for an additional three years allowing the Regional CPEF Committee to continue to support the development of new and innovative approaches to delivering services to children, youth and families to achieve significant results.

Provincial CPEF Goals and Expected Outcomes

Although each Region developed their own approach to enhancing services to children, youth and families through improved partnerships between FCSS and CFSA, the expected outcomes were similar. During the course of the initiative the regional CPEF committees met and identified the following common goal and expected outcomes:

CPEF Goal:

The CPEF initiative makes it easier and more likely that FCSS and CFSA will work together, and more effectively, on community-based preventive approaches to help children, youth and families grow healthy strong and resilient.

Expected Outcomes:

- CFSA and FCSS have stronger community based partnerships at front-line, management, CEO and governance levels.
- Children, youth and families are stronger, healthier and more resilient.

Region 6/Edmonton Evergreen CPEF Steering Committee

Terms of Reference

Guiding Vision

“Healthy and resilient communities for children, youth and families”

Characteristics of a healthy, resilient community are:

- Caring relationships
- People participating and investing in their community
- Safe and nurturing
- Strength in the face of adversity
- Good relationships among community service providers

Mission

To facilitate and enhance a collaborative regional approach to the delivery of services to children, youth and families.

To achieve this mission it was recognized that it would be appropriate to change the name of the Community Partnership Enhancement Fund as the work being undertaken required more than funding. The name for the Region 6/Edmonton Evergreen CPEF was changed to Community Partnership Enhancement Forum.

Roles and Responsibilities

The regional steering committee has the following roles and responsibilities:

- Identify barriers to working together effectively and act to remove them;
- Take leadership in identifying and implementing strategies which encourage more effective working relationships among service providers and within our respective organizations;
- Share best practices;
- Ensure the CPEF web site is kept current and up to date;
- Act as an information source to Local Area Networks;
- Organize annual networking opportunities for Local Area Networks; and
- Maintain a relationship with the Community Development Collaborative.

Membership

- Membership includes Region 6 Child and Family Services Authority, members of the Edmonton Evergreen Family and Community Support Services, and Yellowhead County FCSS-Wildwood.
- In the interest of enhancing partnerships other community stakeholders whose work is regional in scope may be involved.

Structure

- Regional working committee members will meet once a month;
- A chairperson will be selected annually by committee members and will chair each regional meeting. In his/her absence another member may be requested to chair;
- Adhoc subcommittees will be struck as needed, with committee members reporting regularly as required; and
- Each organization will provide administrative support on a rotating basis.



**Regional Committee
members at work**

Region6/Edmonton Evergreen Goals

- To attain trust and a common understanding among working committee members and partner organizations;
- To work more effectively through collaborative processes;
- To build community capacity; and
- Children, youth and families will have access to services they need.

Strategies and Related Activities

Enhancing Partnerships:

- Creating and supporting the Community Development (CD) Collaborative
- Tale of Two Systems;
- Speaking at conferences/sharing learning;
- Community Mapping - developing expertise and facilitating/supporting its use;
- Creating and maintaining websites;
- Promoting and developing leadership capacity;
- Creating and maintaining Effective Partnerships Guide; and
- Creating Partnership Enhancement Tool Box

Engaging in Collaborative Planning:

- Developing and supporting Local Area Networks (LANs);
- Creating Community Mapping and Collaborative Planning Tool Box; and
- Developing and supporting the Caring Community Collaborations Model

Funding and Supporting Local and Regional Partnership Activities:

- Creating and administering the grant application and funding process;
- Creating and maintaining a vibrant regional CPEF committee; and
- Providing funding for administrative support to Local Area Networks

Outcomes Achieved by Strategies & Related Activities

Enhancing Partnerships

Creating and Supporting the Community Development (CD) Collaborative

In recognition of the identified need for community development education opportunities among social service colleagues a CD Collaborative was created. Representatives from the CFSA, FCSS Association of Alberta, City of Edmonton Community Services and the CPEF Facilitator made up the Collaborative. CPEF provided \$5,000 in funding as a start up fund for the first conference which brought Community Developers Bill Lee and Sharon Richards from the Toronto Children's Aid Society to our region. The one day conference sold out quickly and a second day was offered to a sellout crowd as well. Evaluative responses indicated that participants had learned a lot and wanted more of this type of education. In fact, the majority specifically requested more basic education in community development techniques.

Based on this feedback and the success of the first conference, the Collaborative put together a series of six introductory level half day workshops focusing on specific areas of community development work including: Introduction to Community Development; Understanding the Community; Community Engagement; Working Effectively in Partnership; Community Development Approaches to Evaluation; and Building Inclusive Communities. This series was offered twice; once in 2007/2008 and once in 2008/2009. Evaluation results demonstrated that 90% of attendees gained new knowledge and approximately 70% believed they would be able to apply this knowledge in their workplaces immediately. In 2009 the CD Collaborative expanded its role and worked with additional partners to bring Michael Quinn Patton to Edmonton for two days. Once again the conferences were sold out and had waiting lists. Evaluation results demonstrated that participants gained new knowledge and believed they could use this knowledge within

their practice. In all cases participants offered ideas for future workshops. The CD Collaborative is committed to continuing to offer CD educational opportunities on a cost recovery basis so that all colleagues have an opportunity to attend.

The CPEF Facilitator has facilitated numerous workshops as part of the CD Collaborative. Topics included: community engagement; community mapping and collaborative planning; and Enhancing Partnerships. In all cases the evaluative results demonstrated that over 90% of attendees gained new knowledge, approximately 75% believed they could apply the knowledge in their work place immediately and 98% found the workshops they attended beneficial.

Tale of Two Systems

The Regional CPEF Committee made up of FCSS directors, CFSA Neighbourhood Centre managers, a CFSA regional manager and regional staff saw the need for involving higher levels of management in discussions and decisions related to the enhancement of partnerships and improved delivery of services. It was found that great information and learning was coming out of the community based initiatives and needed to be communicated to higher levels of management. A specific effort was undertaken to bring together senior levels of management from the City of Edmonton and regional CFSA colleagues to discuss these issues and share learning.

This effort continues today with regular meetings and a heightened commitment to partnership practices and processes at all levels of service delivery and decision making.

Speaking at Conferences/Sharing Learning

Sharing what we have learned through the CPEF initiative has been very important to the Regional CPEF Committee. Knowledge gained, and practices and processes developed have been shared at two national conferences - the 2006 National Social Work Conference in Nova Scotia and the National Community Based Research Conference in Vancouver in 2008.



Deborah Morrison, CPEF Facilitator and Michelle King, Social Geographer, at the Social Work National Conference, Toronto

Presentations were also made by the CPEF Facilitator at two Alberta College of Social Workers conferences and two FCSS conferences - one provincial and one regional. A presentation was made at the Provincial Seniors Conference held in Edmonton in 2009.

Presentations regarding our community mapping and collaborative planning model were provided to Region 5, Region 7 and Region 8 CPEF colleagues. The Mapping and Planning Support (MAPS) team provided support to both Region 5 and Region 7 CPEF committees in mapping their communities programs and demographics.

Community Mapping - developing mapping expertise, facilitating/supporting its use

The development of community mapping as a partnership enhancement and collaborative planning tool for human service providers may be the biggest accomplishment of the Region 6/Edmonton Evergreen CPEF initiative. It has resulted not only in enhanced partnerships and innovation in service delivery but it has enhanced the sectors' capacity to plan more effectively together to meet the needs of children, youth and families. The following section describes two example of the support and the effectiveness of mapping and planning.

a. Parent Link Centres:

The CFSA had the task of establishing Parent Link Centres in areas where they would be accessible to the families who would most benefit from their services.

The regional staff responsible for making these decisions were able to use the community mapping expertise developed through CPEF. Community members were invited to participate in a collaborative decision making process and were asked what information should be included in making a decision about where Parent Link resources should be placed. Community leaders were then invited to review the mapped social indicators and participate in a decision making process to choose the geographic areas where PLCs would be located. They agreed on which geographical areas where the greatest population of vulnerable for children, youth and families lived throughout the region, not in one area or based on one agency perspective. The result: this group was able to make decisions around placement of the Parent Link resources collaboratively. Thus the CFSA was able to use a collaborative approach to determining where PLCs should be located and set priorities for which ones to develop first. The CFSA then developed the PLCs in each area by requesting proposals from interested agencies.

b. North Central Edmonton Human Service Providers:

For many years there has been a very well attended regular interagency meeting held in North Central Edmonton. At the meetings, updates were given and colleagues were informed about one another's work. The CPEF Facilitator attended their meeting and asked the members if they wished to plan together as well as receive information from one another. Many said 'yes' and formed the North Central Community Mapping and Planning Committee.

While mapping their community, the members quickly realized that there were many newcomer families in the community that they were not seeing at their agencies. Most members were very surprised to learn that four of the most vulnerable refugee populations in Edmonton lived within their boundaries in extremely high numbers. It was recognized that it would have been easy to continue to provide services based on their usage and waiting lists and never engage this population. It was also agreed that most of the members knew nothing about these populations. A cultural educational series of workshops for front line workers and engaging the natural leaders within these populations became their first orders of business.

Since then the North Central Community Partnership Enhancement Committee and its subcommittees have made significant progress in researching and developing new approaches in meeting the needs of children, youth and families within their boundaries. They have created meaningful relationships with newcomer communities which have led to enhanced participation by refugee families in programs, services and community life. They have developed the Caring Community Collaborations model of working with families with complex needs. This model takes into consideration the many issues faced by refugee families. It invites service providers into a partnership circle of support which surrounds the family and addresses their issues holistically rather than separately. The model has been used successfully with families who had difficulty navigating multiple services systems due to their mental and emotional health status, lack of support, lack of transportation and/or fear of government.

Another focus of this committee has been to research how people are defining their communities. It was acknowledged that it is hard to do community based development work when we are unsure as to how families in culturally diverse and financially diverse neighbourhoods define “community”. Responses received to date seem to demonstrate that more than 50% of people do not know their neighbours and participate in social, recreational and cultural communities more often than geographical communities. This information has been critical in determining how to go about building healthy, resilient communities.

The community mapping expertise that CPEF developed was built on the experience of the preceding two year long Early Childhood (ECD) Community Mapping Project. The ECD Community Mapping Project had identified nine community based social indicators which were believed to affect the healthy growth and development of pre-school children within a neighborhood. These nine indicators were used to create a level of vulnerability score for each neighbourhood and used to identify the correlation between the level of vulnerability and the developmental progress of five year olds.

With basic population data and these nine social indicators as a starting place, the CPEF Facilitator and social geographers met with human service provider colleagues, in geographically based groups throughout the region. The service providers were asked if this kind of data would be helpful in their planning. We received a resounding ‘yes’ and also gained insight into the other kinds of data which participants indicated would be helpful.



Mapping Newcomer Populations

Over our first two years we developed a list of information that would be useful in planning more effective services for children, youth and families. We subsequently divided the information into three categories which we differentiated as demographics, resources and need data. We came to learn that each community had a different list of information they wished to see mapped based on their communities’ characteristics, trends and priorities. We learned how to map and present the data in such a way as to be easily understood and digestible by all participants. We learned about the power of maps. We learned how to label the

maps and about colour combinations and schemes. We also confirmed that mapped information was not sufficient as the sole source of data on which to base decisions. The most effective use for the maps was as a tool to engage people in conversations about their community. In fact, we realized that it is essential to present information and provide an opportunity to discuss it, validate it, challenge it and gain a contextual understanding.

After we identified useful information to map we turned our efforts to engaging the human service sector in conversations which we hoped would lead to enhanced services for children, youth and families. Utilizing the facilitation provided through CPEF, local area networks (LANS) made up of human service providers began meeting throughout the region and holding such conversations. As the conversations evolved innovative actions were developed to respond to the priority needs identified. Periodically evaluation was undertaken to determine if the changes were having an impact.



**Southeast Edmonton
Mapping and Planning
Committee Conversation Cafe**

Community Mapping and Planning
A Collaborative Planning Process for Human Service Providers

Throughout each phase

Orientation to new members is required as new members join – one to one is most effective, so as not to interrupt the flow of the work

Relationship building is necessary throughout the entire process

Remain focused on plan and/or partnership agreement

<i>Phase of Work</i>	<i>What does it entail</i>	<i>How</i>
<i>Joint Commitment</i>	Agreeing on a common purpose Defining boundaries Agreeing on what we hope to accomplish together	Making a decision to plan together by consensus Creating a Statement of Need, Purpose and/or Expected Outcomes Creating a Partnership Agreement
<i>Community Profile</i>	Gathering info about the community Mapping the information Supplementing the maps with narratives	Using GIS software to map census information (federal and municipal), program information, participant information. Conducting key informant interviews, focus groups, literature reviews, interview community members as desired
<i>Community Engagement</i>	Inviting others to review the community profile created. Revising, enhancing the profile as agreed. Identifying community needs, gaps, strengths and resources. Creating an action plan.	Meeting with other groups of stakeholders, community meetings, focus groups. Presentations to advisory, leadership committees etc. Receiving input from stakeholders Compiling and reviewing results of meetings, engage in planning, priority setting and decision making activities Often sub-groups are created to address priorities
<i>Action</i>	Implementing the action plan	Assigning specific tasks to specific people and create timelines Monitoring progress through regular reporting Revising and enhancing plan as needed
<i>Evaluation</i>	Identifying successes and challenges in working together Identifying successes and challenges in achieving expected outcomes.	<u>Evaluate Outcomes:</u> Ongoing progress assessment of action plan Annual review and revision of action plan Utilizing evaluation techniques such as: storytelling, surveying participants, comparing community indicators over time <u>Evaluate Process:</u> Reviewing the partnership agreement regularly Discussing partnership progress as a regular part of the agenda Utilizing evaluation techniques such as: partner survey, specific discussion as required

Thirteen community mapping and collaborative planning committees have been created and have utilized/are utilizing this model to plan more effectively for services to children, youth and families. They are in varying stages of implementation of the model. Supporting the development of these Community Mapping and Collaborative Planning Committees has been a high priority for CPEF and more about these committees is included further in this report under the strategy “Engaging in Collaborative Planning”.

The team, made up of the CPEF facilitator and the social geographers, became known as MAPS (Mapping and Planning Support) Alberta Capital Region. MAPS was effective in bringing together the disciplines of social work, specifically community development, and GIS (geographical information systems) to create a unique resource for human service providers which allowed them to plan more effectively together to meet the needs of children, youth and families. The uniqueness of the approach created by MAPS was recognized by Environmental System Research Institute (ESRI), a software company which produces GIS (geographic information system) software. In 2007 the MAPS team was invited to be the keynote speakers at a Western Canada conference and were presented with an award recognizing innovation in the field of GIS.



Deborah Morrison, Julia Healy & Leanne DiMarcello accepting the ESRI Award from the National President and the Regional Coordinator of ESRI

As a method of enhancing partnerships, community mapping and the collaborative planning process that developed with its use has been highly successful. We are now seeing multiple human service systems represented at these committees looking at community wide information as a starting place for planning, rather than for their own use exclusively. We are seeing a “leveling of the playing field” with everyone, including elected officials, natural community leaders, front line workers and volunteers seeing the same information. In the past many front line workers and community members perceived this information to be available to government managers but not to them. We are seeing more interest in planning due to the ease with which everyone can read the maps. The maps have made complex information digestible. Two examples of how maps are being used follows.

a. *South West Edmonton Community Mapping and Planning Committee:*

South West Edmonton Community Mapping and Planning Committees’ community mapping profile is a sample of a set of maps created by this committee. Once the profile of maps was complete they brought community workers and leaders together to review the maps and make observations about the community and discuss community needs and strengths. All participants added their wisdom and experience to the set of information provided by the maps. The maps and the conversations resulted in priorities being identified and a joint commitment to address the priorities. (Appendix 1)

b. *Parkland County Partnership Enhancement Committee:*

The Parkland County Partnership Enhancement Committee wished to demonstrate to the County Council the work that had been achieved to date and the excellent needs assessment process they had undertaken during the creation of the community profile and subsequent community discussion. The Committee offered this information to the Council to use in their planning process. (Appendix 2)

Creating and Maintaining Websites:

The Region 6/Edmonton Evergreen CPEF created 2 websites to allow for effective and

efficient dissemination of information to and among participants.

- a. www.cpefalbertacapitalregion.ca houses all of the products generated through the use of CPEF funds related to working together more effectively in partnership. It contains a Tool Box of useful templates and/or program guides to assist groups in working collaboratively. It also contains PowerPoint presentations made by the CPEF Facilitator on the topics of Community Engagement, Creating and Maintaining Effective Partnerships and Introduction to Community Development.
- b. www.mapsalbertacapitalregion.ca houses a maps gallery and information produced by the local area networks during their community mapping and planning processes. It also describes the community mapping process and outlines the criteria for receiving MAPS support. A Community Mapping and Planning Tool Box containing tools for supporting such a process is also available, as well as PowerPoint presentations created by the CPEF Facilitator regarding the Community Mapping and Planning Process. These can be downloaded. The website is used frequently with approximately 10,000 hits per month.

Promoting and Developing Leadership Capacity:

An essential component of effective partnerships, community engagement and collaborative planning is strong leadership. CPEF invested some of its funds in building leadership capacity in the Capital Region. Eight CPEF members received training in Kouzes and Pozners' well respected Leadership Challenge course in October 2009. Each attendee agreed to lead three training events for colleagues. To date four leadership training events have occurred with 60 colleagues completing the three day course.

The course evaluations are demonstrating that participants have learned a tremendous amount about their leadership practices, they have set goals for further personal development and a few have reported that the course was a life changing event for them. Participants rated the facilitators as very good (91.84%) or good (8.16%) and 94% indicated they very satisfied while 6% indicated they were satisfied. One person commented "I have taken many leadership courses, this is by far the most valuable for my growth." Another commented "I have never had the opportunity to receive such valuable, detailed feedback about myself as a leader. This was truly a blessing".

Creating and Maintaining Effective Partnerships Guide:

As Local Area Networks (CPEF Partnership Enhancement Committees and Community Mapping and Collaborative Planning Committees) were developed throughout the region many new learnings were achieved. A guide documenting how to create and maintain healthy partnerships was written by the Partnership Enhancement Facilitator based on the learnings experienced during the CPEF project. This guide (Appendix 3) and an accompanying PowerPoint presentation are available on the CPEF website.

Creating Partnership Enhancement Tool Box:

A Tool Box containing templates, and guidance regarding working effectively in partnership has been created as a result of the CPEF experience. Many of these documents are the results of grants provided by CPEF for specific groups to learn how to work together more effectively, and/or to find improved approaches to working with children, youth and families. Other items are tools developed by partnership committees as we gained experience in working collaboratively. Below is a list of the items found in the Tool Box.

- Should We Dance: a guide to assist in making a decision to partner or not
- Creating and Maintaining Effective Partnerships Guide
- Creating and Maintaining Effective Partnerships PowerPoint presentation

- Partnership Agreement template
- Example: Partnership Agreement between Braemar School (E.P.S.B.) and Terra Centre
- Worksheet: Partnership Membership and Representation
- Planning Session Template
- Worksheet: Action Plan
- Key Learnings Action Record
- Brief Partnership Assessment
- Ingredients for a Healthy Partnership
- Worksheet Conflict resolution
- Example: Community Partnership Committee Outcome Evaluation
- The Amazing Partnership Race (don't have an electronic copy)
- Needs Assessment Research for Somali Community
- Changes Program Manual: a program for working with children whose parents are temporarily absent
- Enhancing Community Capacity to Engage and Involve Immigrant & Refugee Families: A Model for Inclusive Collaboration
- A Hero's Journey: A Handbook for Facilitators of Multicultural Parenting
- Building the Puzzle - towards Family Violence Protocols
- Camp Experience - a program for kids experiencing family violence

Engaging in Collaborative Planning

Developing and Supporting Local Area Networks (LANS):

The decision to create LANS was a manifestation of the decision made by the CPEF Regional Committee to "think globally and act locally" which was in line with the Ministry's CPEF funding approach. Effort was put into organizing local area networks of service providers starting with CFSA and FCSS representatives and then inviting others such as educators, police, health providers, local volunteer leaders, and faith leaders. Thirteen local area networks, calling themselves community mapping and planning committees or partnership enhancement committees, were created and each of them worked together to create a community profile and to act upon their findings. The oldest of these committees began in late 2004 and the newest in 2009. Maps showing the boundaries for the Regional Committees and the local area networks in Edmonton follow.

Eleven of the thirteen committees are still meeting regularly and are addressing local needs using a planned strategic approach. One of the committees decided to meet when they are implementing joint projects only. The CPEF Facilitator has been instrumental in starting these groups and supporting them through the various stages of the community mapping and collaborative planning process. It is through the work of these committees that the community mapping and collaborative planning model was developed and continues to be refined. As well as support in facilitation, the Regional CPEF committee provided funds for administrative support.



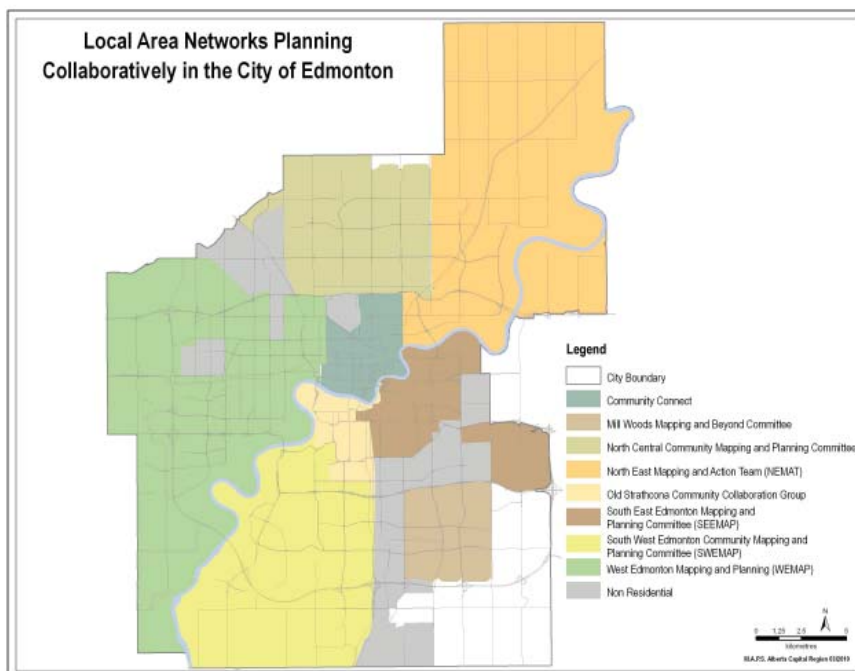
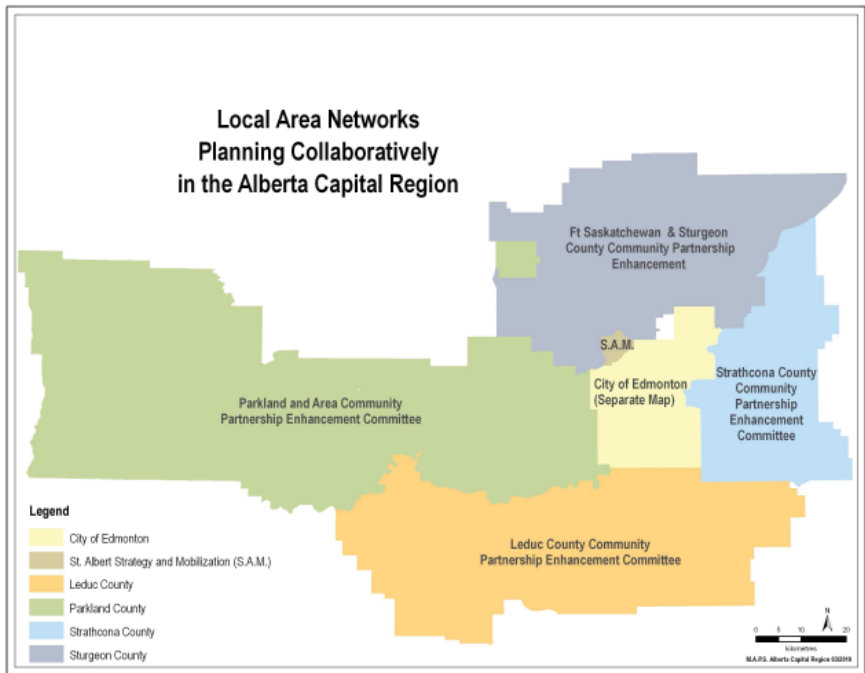
**Northeast Edmonton
Mapping & Action Team
community conversation**

On October 23, 2009 the LANs met to discuss their future without CPEF funding. They agreed that they will continue to meet and plan together to improve services for



**Southwest Edmonton
Community Mapping & Planning
Committee Sponsored Forum**

children, youth, seniors and families, They shared many examples of successful partnering in the delivery of new or improved services to the families they serve and they believe that collaboration is the most effective way of doing business. However, they did indicate that to remain successful they will still need the support of a dedicated facilitator, when needed, and administrative support. They also indicated they wish to come together regularly to share learnings and acknowledge successes. The partners stated that it is essential that we continue to foster the CFSA and FCSS relationships as well as involving other human service providers.



Below is a chart of the LANs, the phase of the model they are in and a list of their achieved outcomes. For more detailed information about each of these Community Mapping and Planning Committees/Community Partnership Enhancement Committees, including their membership, see the profiles attached. (Appendices 4 to 20)

LAN	Phase	Achieved Outcomes to Date
Southwest Edmonton	Community Engagement	<ul style="list-style-type: none"> • Mapping profile completed • Newcomers, families needs and lack of services in the Southwest have been identified as initial priorities • Improved Partnerships/relationships among members
Strathcona County	Action	<ul style="list-style-type: none"> • Identified community needs • Human service providers have enhanced knowledge through professional development, training and research undertaken jointly • Improved Partnerships/relationships among members
Sturgeon County/ Fort Saskatchewan	Comunity Engagement/Action	<ul style="list-style-type: none"> • Improved relationships between partners, exploring best model of working together • Improved knowledge of issues focused on; mental health, ECD resources • Commitment to study youth inclusion • Developed program model for working with children whose parents are temporarily absent
Parkland County and Wildwood	Action	<ul style="list-style-type: none"> • Improved intake process • Improved services to families • Enhanced partnerships • More informed decision makers
Millwoods	Action/Evaluation	<ul style="list-style-type: none"> • Evaluated success of first action phase, concluded same priorities exist • New program delivered in partnership for non-traditionally involved youth • Involving junior high youth in mapping needs and assets • Cultural Diversity Collaborative has been created, informing newcomers about resources, identifying needs and strategies together • Found location for Early Headstart program
North East Edmonton	Revisiting Joint Commitment/Action	<ul style="list-style-type: none"> • Improved knowledge of community needs • Front line workers have improved knowledge re: mental health due to workshops provided • Improved relationships with Newcomer populations • Newcomers are more informed regarding resources available • Services to newcomers are enhanced
North Central Edmonton	Comunity Engagement/Action	<ul style="list-style-type: none"> • Improved knowledge of community needs • Improved relationships with Newcomer populations • Newcomers are more informed regarding resources available • Services to newcomers are enhanced • Developed new collaborative model for working with families with complex needs " Caring Community Collaborations"
West Edmonton	Comunity Engagement	<ul style="list-style-type: none"> • More informed about community needs and strengths • Enhanced partnerships among members • More informed professionals
Southeast Edmonton	Comunity Engagement	<ul style="list-style-type: none"> • Improved knowledge of community needs • Improved partnerships • Improved communication • Improved service delivery
St. Albert S.A.M.	Action/Comunity Engagement	<ul style="list-style-type: none"> • Improved knowledge of community needs and resources • Improved partnerships • Joint commitment to address gaps • Involving community in response
Old Strathcona Edmonton	Community Engagement/Action	<ul style="list-style-type: none"> • Enhanced knowledge of community needs • Improved partnerships • Joint commitment to research youth exclusion

LAN	Phase	Achieved Outcomes to Date
City Centre Edmonton	Action	<ul style="list-style-type: none"> • Enhanced partnerships • Gaps in services identified • More informed service providers • New common data base and referral form for high risk youth • Improved services for youth • Resources placed in main library to meet identified need • Front line workers more informed about mental health issues due to mental health workshops provided
Leduc	Meet only on project basis	<ul style="list-style-type: none"> • More informed about community needs • Developed "Camp Experience" program model • Developed "The Amazing Partnership Race" event to enhance partnerships and knowledge among service providers

Creating a Community Mapping and Collaborative Planning Tool Box:

As the Local Area Networks have continued to meet and respond to local needs using a collaborative and planned approach they have been developing tools and processes to facilitate these important conversations. The Community Mapping and Collaborative Planning Tool Box, which can be found on MAPS website, contains many of the tools and templates utilized. It is hoped that new groups may benefit from the work of others who have blazed a trail ahead of them. Below is a list of the Tools available on the website.

- Sample Statement of Need
- Community Mapping and Collaborative Planning Model and details
- Community Mapping and Collaborative Planning PP presentation
- Sample maps; demographic, resource and need
- Sample community profile (SWEMAP)
- Sample discussion for first level analysis of maps
- Sample Action Plan
- Sample organizational chart (MWM&B)
- Community Engagement PowerPoint Presentation (1.5 hour)
- Community Engagement PowerPoint Presentation (3 hours)
- Sample interview questions for community members (NC and MW)
- Community Engagement Strategies Sampler
- Ideas for using Community Mapping with Students
- Sample community mapping and collaborative planning presentation to Parkland County Council
- Caring Community Collaborations: A Model for Working with Individuals and Families with Complex Needs
- Sample Job description – admin support position
- Sample Invoice for admin support
- Tips for Facilitation of Groups

Developing and Supporting the Caring Community Collaborations Model:

The Dunluce Collaborative, working in North Central Edmonton, applied for and received a CPEF grant to create relationships between themselves as human service providers and the refugee populations which had recently moved into the area. They hired multicultural youth workers to assist as relationship brokers. The Afghani worker brought specific cases to the committee of such complexity that the committee was moved to find a better solution to their issues than referring the family to seven different service providers. From this desire came the Caring Community Collaborations Model (Appendix 21). It involves all of the service providers meeting together regularly to hear from specific families and develop a treatment plan together. This model was piloted with four families and found to be very effective, both for the service providers and the families.

Funding and Supporting Local and Regional Partnership Activities

Creating and Administering Grant Application and Funding Process

In the spirit of thinking globally and acting locally, the Regional CPEF Committee used a significant portion of the funds received to support local partnership enhancement initiatives where partners included CFSA and FCSS representatives. An application process was created and applications were approved for funding from 46 partnership groups. Applications came from partners who had good ideas for how to improve services to children, youth, families and communities but lacked the resources to coordinate the conversations, facilitate the processes or spend time researching best or promising practices. The results achieved by the partnership groups utilizing CPEF funds were extremely positive and met CPEF's goal of enhancing partnerships among service providers. All grant recipients reported enhanced partnerships among the members as well as increased knowledge of the community of interest. A few used the funds to hire a facilitator to assist them in planning a new direction for their organization which better met the changing needs of the population they were serving. Many grants were spent creating a new approach to working with children youth, families and communities collaboratively. New knowledge and approaches were shared at annual CPEF Showcases and some of the grants resulted in documented programs or research which has been shared widely. A summary of the grants provided and their achievement on expected outcomes is attached. (Appendix 22) See below a synopsis of some of these documents appended to this report.

a. *A Hero's Journey*

This hand book is the result of a two year participatory action research project on transformative learning in multicultural parenting and was written to support those interested in facilitating multicultural parenting education with immigrant parents. Although the Handbook does set out some sample curricula, it is not simply a set of plans to be implemented. Rather it is a guide to a process of planning, acting and evaluating.

The authors are calling this process a 'hero's journey' based on the goals, fears, anxiety, humour and joy that is a part of the process of confronting myths, departing from safe and comfortable harbours to journey through unknown waters, and eventually arriving in foreign territory and learning the skills necessary to slowly make a new home. The handbook traces the journey that both facilitators and families need to go through to make the journey. (Appendix 23)

b. *Camp Experience*

This manual is an outline of how one community brought their vision of "creating a community where children and youth are free from family violence/bullying" to reality by offering a camp experience to this target population. The Camp Experience was seen as an opportunity for children and youth, living in a home where there is some form of family violence, to build self-esteem and develop the necessary tools to assist them in breaking the cycle of violence. The manual outlines the Necessities (vision, mission, mandate, funding and screening); the Camp Experience itself (planning and preparation, emergency planning, camp program, itinerary); and Training Workshops/ Modules and Measurement Tools that were used for and during this unique experience. (Appendix 24)

c. *Changes Manual*

This manual begins by identifying how children might be affected by temporary loss and/or separation of a parent. It then describes the "Changes" program, which was

created by one community to address these issues and whose goals included:

- creating a safe, nurturing environment that allows children to express their feelings;
- teaching children to identify and understand their feelings;
- normalizing children's experiences and feelings; and
- teaching coping, communication and stress management skills.

The children involved in the program were in Grades One to Six (ages six to eight or nine to eleven). (Appendix 25)

d. *Needs Assessment Research for Somali Community in Edmonton*

This is the first research of its kind ever conducted in Alberta, particularly in Edmonton and surrounding areas. The aim of the research was to examine the needs, strengths and priorities of Somali families, youth and children in Edmonton by highlighting the barriers, challenges and priorities faced by the Somali community in general, and particularly by women and children in their resettlement experience. (Appendix 26)

e. *Creating and Maintaining Effective Partnerships*

This short and simple guide outlines the Community Partnership Enhancement Forum (CPEF) learnings around increasing the degree and depth of partnership work. It is useful for staff and partner organizations working in partnership to develop sustainable community based supports for children, youth, families and communities. (Appendix 3)

f. *Should We Dance?*

The intention of this resource is to stimulate thought and discussion if one is considering whether to form or enter into a partnership, or if one is reflecting on an existing partnership. The prevailing question is "What does it take to sustain a healthy partnership?" The three major considerations looked at are:

- 1) to partner or to go it alone;
- 2) the mechanics of sustaining partnerships; and
- 3) relating to others in the partnership. (Appendix 27)

g. *A Model for Inclusive Collaboration*

In 2008 Families First Edmonton (FFE) was a multi-sectoral research project that was seeking to understand the social, health and economic impact of various service delivery models on low-income children, families and their communities throughout Edmonton. This document outlines a model for Inclusive Collaboration that emerged from the project which engaged key leaders within the Francophone-African, Kurdish, Somali and Sudanese communities. (Appendix 28)

h. *Building the Puzzle: A Forum to Work Toward A System-Linking Family Violence Protocol*

Community Initiatives Against Family Violence and Bullying (CIAFV) organized a Forum in 2008 as a first step in developing a system-linking, community-wide family violence protocol. This document shares the learnings gained during the Forum. (Appendix 29)

i. *The Amazing Partnership Race*

(Appendix 30)

Creating and Maintaining a Vibrant Regional CPEF Committee

Throughout the six years that the CPEF provincial initiative has been active, the Region 6/Edmonton Evergreen CPEF Committee has met monthly and will continue to meet. The committee is made up of managers from both the CFSA and FCSSs throughout the region. The Committee members have been leaders in their organizations in the

promotion of partnership and collaboration. They have been very diligent in budgeting and overseeing the expenditure of CPEF funds. They have ensured that all areas of the region have been represented and have benefitted from the CPEF resources received. In all areas of their work they have looked for opportunities to partner more effectively. The members remain committed to ensuring the CFSA and FCSSs throughout the region continue to effectively work together.

Providing Funding for Administrative Support to Local Area Networks

One valuable lesson learned is that, in order to maintain an effective partnership, administrative support is required. A consistent person to record and send minutes, ensure agendas are received and set up the logistics of meetings has resulted in improved attendance and participation in the initiative. The regional CPEF Committee allocated \$70,000 to provide administrative support to the Local Area Networks over the six year life of the CPEF initiative.

CPEF Legacy

Key Learnings

A key learning achieved is that human service providers want to partner; they believe in partnership and collaboration and given some extra resources can do it well. However, it is often the case that the time spent to build partnerships and work collaboratively is seen as superfluous to one's job. Organizations which provide staff time to create relationships and include relationship building in their job descriptions are more aware of emerging trends and are most effective in creating change. They are able to maximize their influence and contributions through their partners. They do not work in isolation.

Human service providers have all the skills necessary to partner effectively but they need someone to focus on getting them together and the logistics of setting up meetings and keeping a record of the work. They also need facilitation expertise from outside of their group. All decisions of a group of partners must be made with attention to process. A person from outside the group whose job it is to focus on process is extremely valuable to the process and helps to avoid negative dynamics which could impact the groups' progress later.

Success

Participants involved in the Regional CPEF initiative to date, probably numbering a few hundred, agree that, by working together, we are able to make more progress than by working separately. Virtually all evaluations completed throughout our various processes have demonstrated enhanced knowledge of partners and their work, enhanced relationships between partners, improved understanding of community strengths and needs, identification of gaps in services and an enhanced commitment to work together to meet the needs of children, youth and families.

It is extremely hard to tell the full story of CPEF's success. The changes that have occurred in our region over the six year CPEF funding period with regard to partnering and collaboration among human service providers are profound. CPEF is viewed as one of the contributing factors; there are many others. CPEF participants connected, exchanged information and expertise, worked on specific tasks and activities together, grew and then took all that experience and growth and applied it to other areas of their lives. Such is the way of relationship building and growth. A few of these stories are attached. (Appendices 32 to 42)

Success Stories from the Field

Several people involved with CPEF have provided stories or summaries of the CPEF legacy as they see it. These stories are attached (Appendices 31 to 42).

- Harry Oswin (Chairperson, CPEF Regional Committee) / Patti Johnston, Region 6 CFSA
- Debbie Bryson, Region 6 CFSA
- Kim Williston, Beaumont FCSS
- Marnie Lee, Strathcona County
- Loraine Berry, Spruce Grove FCSS
- Karen Bardy, Edmonton Public School Board
- David Rust, Alberta Health Services
- Tiina Payson, Edmonton Public Library
- Connie Smigielski, St. Albert FCSS
- Roxanne Tomkinson, Region 6 CFSA
- Cathy Martin, Region 6 CFSA
- Kelly Hennig, ABC Head Start

The Work Continues

The CPEF Legacy is demonstrated very practically in two decisions for ongoing funding. The first is the role that CPEF had in supporting the Early Childhood Community Mapping pilot project in the Region. CPEF is proud to have been one of the partners that was able to demonstrate the usefulness of community mapping information in informing and mobilizing communities. We were informed that our contribution influenced the decision to fund the Early Childhood Community Mapping project provincially for five years.

The second funding decision will allow our community mapping and collaborative planning work to continue. CPEF, including the City of Edmonton, is working together with regional partners to provide funding for this work to continue. A final decision will be made March 31, 2010.

Gratitude

The Honorable Iris Evans, former of Minister of Children's Services, facilitated partnerships between the CFSA and FCSS's throughout the province by creating the Community Partnership Enhancement Fund. We thank her for her foresight and leadership. We are appreciative that the Ministry of Children and Youth Services continued to fund the Initiative until March 31, 2009.

Tim Moorhouse, Director of Community Partnerships, Ministry of Children and Youth Services believed in the ability of regional FCSS and CFSA staff to use CPEF funds in the most appropriate and meaningful way. His support in allowing our region to identify and work towards our own partnership enhancement goals is appreciated.

Harry Oswin, the Chairperson of our Regional CPEF Committee, has provided stable and strong leadership for our work. His dedication and commitment to partnership and collaboration and his humorous and effective chairing style has made regional meetings fun and productive.

The CPEF Regional Committee is made up of the champions of partnership and collaboration in our region. Not only have they attended monthly regional meetings but as CFSA or FCSS managers have participated in their local CPEF initiatives. Without this leadership none of the successes noted above would have been possible. We thank them for their leadership and their ongoing commitment to the improvement of services to children, youth, families and communities through enhanced partnerships.



*Edmonton & Area
Child & Family Services Region 6*



*Family & Community Support Services
Edmonton – Evergreen Region*

