

Children's Services

BUSINESS PLAN 2007-10

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2007 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 26, 2007 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

original signed by

Janis Tarchuk, *Minister of Children's Services*
March 30, 2007

THE MINISTRY

The Ministry of Children's Services consists of:

- *Department of Children's Services* – provides leadership to: (a) establish policies that promote the well-being of children, youth and families; (b) support the delivery of quality services focused on improving outcomes for children, youth and families; (c) promote greater capacity for community services that support children in reaching their potential; and (d) design business strategies that help the Ministry achieve its vision.
- *Child and Family Services Authorities* – help determine ministry-wide priorities and directions, deliver Ministry programs and services, and meet the local priorities and needs of children, families and communities.

The Ministry also includes the following:

- *Youth Secretariat* – advises the Minister on key issues facing youth and ways to address those issues.

- *Child and Youth Advocate* – represents the rights, interests and viewpoints of children and youth receiving child protection or family enhancement services under the *Child and Family Enhancement Act* or those who are being helped under the *Protection of Children Involved in Prostitution Act* and appoints legal representation for youth who require it under these Acts.
- *Social Care Facilities Review Committee* – a citizen panel with a legislated mandate to monitor provincially funded social care facilities and investigate complaints to ensure the best possible care.
- *Appeal Secretariat* – citizen appeal panels established in legislation to hear appeals of decisions under the *Child, Youth and Family Enhancement Act*, the *Family Support for Children with Disabilities Act* and the *Social Care Facilities Licensing Act*.
- *Alberta's Promise* – an initiative that encourages all sectors of the community to direct more resources to benefit children and youth. Alberta's Promise receives strategic advice from the Premier's Council, chaired by the Premier of Alberta, including 70 other businesses, foundations, agencies and community leaders from throughout Alberta.

The business plan also recognizes the critical role of our partners in delivering provincial programs and services. Through the Family and Community Support Services program, local municipalities and Métis Settlements are critical partners that work with the province to strengthen the capacity and self-reliance of communities to plan and deliver services to meet the preventive social services needs of children, youth and families. The Ministry enters into a range of contracts and agreements with agencies, Delegated First Nations Agencies and Aboriginal organizations to provide services at the community level. The Ministry also works with the Alberta Centre for Child, Family and Community Research to develop a strategic research plan. Other ministries, as well as municipal/provincial/territorial/federal governments are strategic partners.

VISION

Strong children, youth, families and communities.

MISSION

Working together to enhance the ability of families and communities to develop nurturing and safe environments for children, youth and families.

KEY PROGRAM / INITIATIVE AREAS:

Preventative supports for children, youth and families

- Child Care
- Prevention of Family Violence and Bullying
- Family Support for Children with Disabilities
- Parenting Resources Initiative (Parent Link Centres and Home Visitation Programs)
- Youth In Transition
- Advancing Futures Bursary Program
- Fetal Alcohol Spectrum Disorder Initiative
- Family and Community Support Services

Preserving families at risk

Protecting children and youth in need

- Child Intervention Services (Child Protection and Family Enhancement)
- Foster Care Supports
- Protecting Children from Sexual Exploitation
- Appeal Secretariat
- Social Care Facilities Review Committee
- Child and Youth Advocate
- Women's Shelters

Improving outcomes for Aboriginal children, youth, families and communities. Building resources for

community based service delivery

- Community Initiatives
- Youth Secretariat
- Child, Family and Community Research
- Alberta's Promise
- Community Incentive Initiative
- Youth Forums and Networks
- Delegated First Nations Agencies and Métis Community Initiatives
- Alberta Children and Youth Initiative

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Services to Alberta's children are not only an important service to those in need: they are an investment in Alberta's social infrastructure and the human potential of the province. The Ministry's core businesses of Prevention, Preservation, Protection and Partnerships directly link to the Government of Alberta's Strategic Business Plan Goal 6 - *Albertans will be independent and our children will be well cared for.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Alberta's strong economy and full labour force presents many opportunities and challenges for Alberta children and families. Ensuring the safety and development of strong children and families is an increasing challenge for the Ministry and its service providers in Alberta's growing and increasingly diverse environment.

Impact of Prosperity

A strong economy and employment prospects attract many new families to Alberta. Communities are increasingly challenged to provide the social infrastructure necessary to create strong supportive environments for children and families. Issues such as the lack of affordable housing, the lack of affordable child care spaces in growing communities, and difficulty attracting and retaining human resource workers directly affect children, youth and families, and the agencies that serve them. Growth in fields such as the oil industry is creating jobs where parents are often separated from their families for long periods of time, increasing the stress on families and communities. The Ministry is currently experiencing the pressures of increasing service demands by growing populations, and increasingly diverse and complex situations facing the children, youth and families the Ministry serves.

One example of the impact of increased housing costs is that many families are moving to rural communities where the cost of living can be less and housing may be more affordable but this is offset by the challenge of accessibility to many key services. Rural communities are faced with the challenge of inadequate resources to provide needed services in sparsely populated areas. Transportation to access services and attracting service providers to rural areas are significant challenges to the delivery of quality programs.

Workforce Development

The strong Alberta economy has increased labour challenges and opportunities for all Albertans. With labour participation rates flat, further increases in the rate to meet increasing demand will hinge on getting under-represented groups, including the Aboriginal population, into the labour market. The rising number of women in the labour force has been, for a long time, a significant source of labour supply for the Canadian economy. In addition to the number of women now entering the labour force, strong levels of interprovincial migration and international immigration have also boosted Alberta's labour supply. A key piece of the social infrastructure necessary to ensure Alberta has the workforce needed to meet the demands of a rapidly growing economy is child care. Working parents need access to quality, affordable child care options to fully participate in the workforce. Retaining qualified staff is a key indicator of quality in child care and other human service programs and services. Attracting and retaining qualified staff in an economy with many competing pressures poses serious challenges for communities as they struggle to maintain service capacity.

Youth who have been or are under the care of Children's Services, face significant challenges as they transition from intervention services to independent adulthood and then into the labour force. Aboriginal youth who make up a significant portion of the child intervention case load are among those who benefit from assistance during this transition. Providing adequate resources for youth to live independently is difficult because of low vacancy rates and high housing costs in much of Alberta.

Family Violence and Protection of Children

Family violence and bullying are serious social issues that impact all Albertans. A strong link exists between child maltreatment and family violence. Children are also victims of homicide at the hands of family members; in particular, children under one year of age. Twenty seven per cent of all homicide victims under the age of 18 years are infants. November 2006 amendments to the *Protection Against Family Violence Act* recognize the impact of exposure to family violence on children.

Spousal homicides and the incidence of reported spousal violence continue to be a concern to Albertans. Between 1995 and 2004 Alberta had the second highest rate of spousal homicide in Canada. In 2005-06, 6,174 adults and 5,318 dependent children were admitted to the 33 contracted women's shelters across Alberta.

Approximately 1 in 10 children has bullied others and as many as 25 per cent of children in grades four to six have been bullied. Bullying, which occurs about every 25 minutes in the classroom and more frequently on the playground, usually stops within 10 seconds when peers intervene or do not support the bullying behaviours. New technology and cyber-bullying exacerbates this dynamic by providing more opportunities for bullying and shielding the identity of the bully.

Aboriginal Children, Youth and Families

The *Child, Youth and Family Enhancement Act* stresses practice that leads to early permanency for children in care and successful transition to adulthood for youth. A challenge for the Ministry is Aboriginal permanency planning to ensure children have a culturally appropriate plan and are connected to their culture.

Services targeted to prevention and early intervention services on-reserve require additional funding to provide enhancement and support services. The federal government does not provide this funding to the Delegated First Nations on-reserve. In 2006, the federal department of Indian Affairs and Northern Development, Children's Services and First Nations agreed to work together to support Delegated First Nations Agencies in their efforts to comply with current provincial child intervention services legislation and to improve child and family services on-reserve.

Alberta First Nations have indicated they need to implement a culturally appropriate differential response approach to address the needs of children at risk and their families to ensure better outcomes for Aboriginal children.

Children with Disabilities

Beyond significant population growth, a number of factors contribute to increased demand for specialized services to children with disabilities and their families. Recent advances in medical technology have improved the likelihood of survival for children born with complex health needs. There is increased incidence of disabilities due to ongoing improvements in the ability to screen and diagnose for disabilities, including at an earlier age, and due to an increasing rate of low birth weight babies and congenital anomalies at birth.

Children with disabilities and their families face many challenges, and support is required to provide an environment where children can develop to their potential. Research demonstrates that children with disabilities and their families benefit from family-centered supports and services. Children benefit through improved social, emotional, and behavioural skills; improved physical health; and reduced likelihood of exposure to maltreatment. Families benefit through improved parenting practices, family functioning, mental and physical health, and economic self-sufficiency. The effectiveness of supports and services increases when they begin early in the life of the child; are coordinated and readily accessible; involve families as partners; and are individualized to meet the priority needs of the child and the family.

Child and Youth Sexual Exploitation

The nature and environment related to children and youth sexual exploitation continues to evolve and change. Technological advances have facilitated access to children by predators resulting in increasing incidents of child pornography, internet luring, and making child prostitution less visible. Research indicates that 52 per cent of Canadian

teens have seen inappropriate content online, 34 per cent have been asked for personal information online and 10 per cent of teens admit to having inappropriate communication with an adult online.

Fetal Alcohol Spectrum Disorder and Impacts of Substance Abuse

Health Canada estimates that 9 in every 1,000 babies born in Canada have Fetal Alcohol Spectrum Disorder (FASD), which includes a range of birth defects and brain damage caused by prenatal exposure to alcohol. It is estimated that over a lifetime, each individual with FASD will need about \$1 million to \$1.5 million in special care and support services. A significant number of individuals in child protection, the justice system and persons with disabilities systems have FASD. The secondary impacts in terms of homelessness, unemployment, school drop out rate and mental health problems are also well known. The financial impact to government for FASD is high and expected to increase unless further action is taken.

The increasing incidence of crystal methamphetamine production labs and marijuana grow-ops in houses where children live pose serious risks to children. Children exposed to situations where drugs are being made and sold are victims of abuse and need to be protected. There are also potential risks to staff relating to working with families with substance abuse issues.

Migration and Immigration

Alberta continues to have the strongest interprovincial migration rates in Canada and is becoming home to an increasing number of immigrants from around the world. The integration of new families, both Canadian and international immigrants who arrive with no extended family supports, puts pressure on existing services and resources. Immigrant families frequently require specific, targeted services often in a language other than English. Challenges for immigrants include understanding Canadian family norms, legal rights of individuals and accessing services in the community. Increasing demand for services to this population is being experienced especially in Calgary, Edmonton and Fort McMurray.

Between January and December 2005, Alberta attracted a net total of over 51,000 interprovincial migrants. Over the next couple of years, Alberta expects to attract an average of 50,000 Canadians per year. Also in 2005, Alberta received a net total of 14,200 international immigrants, an increase of nearly 3,000 over 2004. Immigrants to Alberta were primarily destined to Calgary (58 per cent) and Edmonton (30.7 per cent) and 40 per cent of immigrants arrived in Alberta without English language skills.

STRATEGIC PRIORITIES 2007-10

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry. The Ministry will continue to implement strategies aimed at improving the continuum of services designed to produce better results for children, youth and families. The Ministry will ensure opportunities include a focus on producing better outcomes for Aboriginal children.

GOVERNMENT PRIORITY – IMPROVE ALBERTANS' QUALITY OF LIFE

1. Ensure parents have access to quality, affordable child care options

**Linkage:
Goals 1 and 2**

Children's Services will continue to implement the Five-Point Child Care Investment Plan to ensure parents have access to quality and affordable child care options. The Ministry has enhanced subsidies to make child care affordable for low and middle income families and to keep up with inflation, implement strategies to improve recruitment and retention of child care professionals, and increase the number of child care spaces. In addition, the Ministry will be introducing new Child Care legislation that will expand the range of child care options available to parents.

2. Focus on improving outcomes for children in care or in need of specialized services, including Aboriginal children and children with disabilities

Linkage:

Goals 1, 2, 3 and 4

Children's Services will fully implement the *Child, Youth and Family Enhancement Act* by delivering Child Intervention Services to ensure that children in care and families in need of support receive appropriate services. The Ministry will work to ensure that Aboriginal children remain connected to their culture, and will work with Delegated First Nations Agencies on permanency planning, streamlining adoption and private guardianship processes. The Ministry will implement processes for the Family Support for Children with Disabilities Program to enhance service quality. In addition, Children's Services will work with Delegated First Nations Agencies, contracted agencies and service providers to enhance accountability processes and on strategies to attract and retain staff.

Children's Services will provide leadership to the development of a provincial response to Fetal Alcohol Spectrum Disorder with a full range of integrated services. The new *Drug-endangered Children Act* will protect children exposed to an adult's drug activity by identifying them as abuse victims. A multi-disciplinary approach is being established among health professionals, police and child intervention caseworkers to protect children exposed to drugs including working with other ministries on implementation of the *Protection of Children Abusing Drugs Act*, and addressing the use and production of crystal methamphetamine.

GOVERNMENT PRIORITY – PROVIDE SAFE AND SECURE COMMUNITIES

3. Continue to implement Prevention of Family Violence and Bullying Initiative

Linkage:

Goals 1, 2, 3

Children's Services will continue to work with other ministries to provide provincial leadership to implement the Prevention of Family Violence and Bullying Initiative, in order to develop and enhance a coordinated and collaborative response to reduce the impacts of this serious social issue. The Ministry will provide grants to communities through the Community Incentive Fund, enhance public awareness and education, and provide support for victims.

GOVERNMENT PRIORITY – BUILD A STRONGER ALBERTA

4. Improve collaborative partnerships and community capacity

Linkage:

Goals 1, 2, 3, 4 and 5

Children's Services will continue to build collaborative partnerships with other ministries on initiatives such as Prevention of Family Violence and Bullying, Fetal Alcohol Spectrum Disorder, Integrated Crime Reduction Strategy and the Community Spirit Program. The Ministry will develop options to review and improve Alberta's social infrastructure, and engage in collaborative decision making as it relates to providing better outcomes for children, youth and families. Children's Services will work with other ministries and the Alberta Centre for Child, Family and Community Research to promote relevant research and information to support strategy and policy. Collaboration with communities will continue to be a cornerstone of service delivery practice, enhanced by using new technology such as video-conferencing to improve accessibility of services.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Promoting the development and well-being of children, youth and families

GOAL ONE

1

Children and youth will have a healthy start in life and the supports they need to reach their potential

What it means The Ministry recognizes the importance that the first six years of a child's life play in terms of setting the foundations for children to learn, grow, and reach their potential. While parents have the primary responsibility for raising their children, government, communities, organizations, schools and businesses all have supporting roles to play in meeting the needs of children and youth.

Expected outcomes: Children and youth are physically, emotionally, socially, intellectually and spiritually healthy. Children and youth meet individual developmental milestones.

Strategies

- 1.1 Lead the implementation of the cross-ministry Prevention of Family Violence and Bullying Initiative action plan to support individuals, families, communities and governments to work together towards an Alberta free of family violence and bullying.
- 1.2 Lead and build on Alberta's Bullying Prevention Strategy in collaboration with cross-ministry partners and community stakeholders.
- 1.3 Enhance cross-sector capacity to respond to the needs of children and youth with special and complex needs and their families by improving coordination and access to services and supports.
- 1.4 Continue to support youth in transition (ages 13 to 22) by enhancing access to mentoring opportunities through coordination of services and supports to youth.
- 1.5 In collaboration with other ministries and government agencies, develop guidelines and resources to implement strategies aimed at preventing Fetal Alcohol Spectrum Disorder and substance abuse.
- 1.6 Work with municipalities and Métis Settlements to assess the outcomes of Family and Community Support Services programs and services delivered to children, youth and families and implement the approved recommendations from the Family and Community Support Services program review.
- 1.7 Introduce a continuous improvement process for ongoing implementation of the Family Support for Children with Disabilities legislation.
- 1.8 Enhance parental involvement in the ongoing implementation of the Family Support for Children with Disabilities legislation.
- 1.9 Enhance child care, including through the accreditation process and funding for staffing supports, to ensure parents and families have access to quality child care that gives their children the best possible start in life and the support they need to reach their potential.
- 1.10 Continue to implement the Parent Link Centre initiative including a service assessment prior to further expansion.
- 1.11 Implement a new *Child Care Licensing Act*, to promote quality of care in licensed facilities.
- 1.12 Work with the Ministry of Education to implement pilot strategies that focus on improving outcomes, including school performance and high school completion for children in care.
- 1.13 Continue to improve access to Advancing Futures Bursary program to help increase the educational attainment of youth in care.

Performance Measures	Last Actual (Year)	Target 2007-08	Target 2008-09	Target 2009-10
1.a Percentage of expenditures in the children/youth project and service category of Family and Community Support Services ¹	29.1% (2005-06)	29%	29%	29%
1.b Percentage of licensed day care centres and contracted family day home agencies that are accredited ²	16.5% (2005-06)	42%	53%	64%
1.c Percentage of families accessing the Family Support for Children with Disabilities Program that indicate the services provided had a positive impact on their child ³	86.7% (2006-07)	n/a	87%	n/a

Notes:

- 1 The Ministry and local governments jointly fund preventative social services for Albertans through Family and Community Support Services, with one component being children and youth. This measure provides an indicator of the commitment to promote the well being of children, youth and families through Family and Community Support Services.
- 2 Accreditation standards of excellence promote each child's early growth and development, improving outcomes for children, families, staff and community. Accreditation is voluntary.
- 3 This measure assesses the effectiveness of the Family Support for Children with Disabilities Program in making a positive impact on the children it serves.

n/a Biennial Survey

Sources:

- 1.a Annual Family and Community Support Services Program Reports
- 1.b Child Care Information System
- 1.c Family Support for Children with Disabilities Survey

Core Business Two: Keeping children, youth and families safe and protected

GOAL TWO

2

Families will be safe, healthy, and able to promote children's development

What it means The Ministry works with all its partners to promote and support community-based strategies and resources that help families be safe, healthy, resilient and self-reliant by overcoming at-risk circumstances and ensuring children reside in permanent, nurturing homes.

Expected Outcomes: Children, youth and families overcome at-risk circumstances. Children, youth and families are safe, healthy, resilient and self-reliant.

Strategies

- 2.1 Implement and strengthen the coordinated provincial response to family violence and bullying with culturally sensitive and accessible community based services and supports to increase the safety and healthy development of children and families in family violence and bullying situations, including emergency shelter for victims of family violence.

- 2.2 Continue to implement and monitor the government approved amendments to the *Protection Against Family Violence Act* and implement approved recommendations from the Women's Emergency Shelter Review.
- 2.3 Support increased collaboration between Child and Family Services Authorities and the Family and Community Support Services Program.
- 2.4 Collaborate with other ministries and government agencies, to improve supports for children, youth and families impacted by substance abuse including those affected by Fetal Alcohol Spectrum Disorder.
- 2.5 Continue to enhance foster care and kinship care through improved recruitment, training and supports so that children, who cannot remain in their parental homes, receive quality care.

Performance Measures	Last Actual (Year)	Target 2007-08	Target 2008-09	Target 2009-10
2.a Percentage of adults staying at government-funded women's emergency shelters who report that they are better able to keep themselves and the children under their care safer from abuse ¹	95.5% (2005-06)	95%	95%	95%
2.b Percentage of families accessing Ministry programs that indicate positive impacts for their children. Ministry programs surveyed are ² :				
• Foster Care	84.2%	n/a	90%	n/a
• Adoption	81.4%	n/a	90%	n/a
• Child Care Subsidy	94.7% (2004-05)	n/a	95%	n/a

Notes:

- 1 Women's emergency shelter services are crucial elements in the prevention of family violence. This measure is about effectiveness of government-funded women's emergency shelter services to support women having taken short-term (21-day) refuge from family violence in their efforts to reduce future risks of abuse.
- 2 One key indicator for how programs and services are performing involves feedback from the users of those programs and services. This measure involves client surveys of key Ministry programs where clients can provide feedback on their satisfaction with services received and their perception of the program's impact on their family.

n/a Biennial Survey

Sources:

- 2.a Women's Emergency Shelter Outcomes Exit Survey
- 2.b Multiple client surveys

GOAL THREE **3 Children in need will be protected and supported by permanent, nurturing relationships**

What it means Every child deserves a home where they are safe and nurtured. The Ministry intervenes to support families in providing children with environments that are safe and nurturing and free from abuse and neglect. When circumstances require children to be taken into care, the goal is to reunite the children with their families or to place the children in other nurturing, permanent homes as soon as possible.

Expected Outcomes: Children and youth in need are protected from further abuse and neglect. Children and youth in care are placed in secure and stable environments that allow for the development of life-long relationships and connection to family, culture and community.

Strategies

- 3.1 Deliver Child Intervention Services by continuing to implement the new *Child, Youth and Family Enhancement Act* by developing a Casework Practice Model which will support the caseworker's ability to improve the safety and well-being of children, involve families and children in decision making, assure quality services to promote children's development, shorten the time children spend in government care, and unite children with their families or place them in other permanent, nurturing homes.
- 3.2 Continue to support and evaluate the implementation of Drug-endangered Children legislation.
- 3.3 Continue to develop and maintain quality assurance mechanisms including the Appeal Secretariat and the Social Care Facilities Review Committee.
- 3.4 Further support the implementation and evaluation of the "Speaking For Themselves" pilot project to develop processes to provide children and youth with legal representation in high conflict custody and access cases.
- 3.5 Continue to refine and implement prevention and treatment strategies for high risk youth and youth involved in prostitution and work with stakeholders to develop and enhance programs to prevent the sexual exploitation of children and youth through prostitution, internet luring and child pornography.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
3.a Percentage of children who suffer injury that results in hospitalization or death while receiving protective services ¹	0.1%	0%	0%	0%
3.b Percentage of children who experience another incident of child maltreatment within twelve months of a previously confirmed incident of child maltreatment ²	23.8%	22%	21%	20%
3.c Number of children, in the permanent care of the Director, who are adopted ³	324	356	374	393
3.d Number of children, in the permanent care of the Director, for whom Private Guardianship Orders are granted ³	168	185	194	204

Notes:

- 1 0.1% for 2005-06 represents a total of 19 children, 6 of whom died. The causes included suicides (3), accidents (2) and action by other (1). Protection from serious harm is a key priority for all protective services. This measure provides an indication of Children's Services' performance in keeping children in protective services safe from harm.

The Ministry continues to strive to reach the target of 0%. While the target was not met in 2004-05 and 2005-06, the performance results are lower than those in the general child population in Alberta (when compared to statistics gathered from the Ministry of Health and Wellness: 0.464% for 2004-05 and 0.482% for 2005-06).

- 2 A goal of Child Intervention Services is to prevent future maltreatment of children who receive these services. This measure is designed to assess the performance of the Ministry in its effort to reduce the recurrence of maltreatment. Maltreatment includes a wide range of situations: from where parents are unable to provide the necessities of life to cases of physical abuse and emotional injury, which includes exposure to domestic violence.
- 3 Ensuring children are supported by permanent, nurturing relationships is a key objective of the Ministry. Performance Measures 3.c and 3.d are considered as twin-indicators of its performance on permanency placement of children in permanent care.

Source: Child Youth Information Module

Core Business Three: Promoting healthy communities for children, youth and families

GOAL FOUR

4

The well-being and self-reliance of Aboriginal children, youth, families and communities will be promoted, supported and comparable to that of other Albertans

What it means Aboriginal people have the desire and commitment to improve outcomes for and the success of Alberta's children, families and communities. The Ministry works with First Nations and Métis peoples to build on the strengths of Aboriginal communities in developing the governance, accountability and service delivery capacity to promote the care of their children, youth, and families.

Expected Outcomes: Aboriginal communities have increased support to help meet the needs of their children, youth and families. There are a reduced number of Aboriginal children represented in the child intervention caseload. Aboriginal children, youth and families receive culturally appropriate services.

Strategies

- 4.1 Enhance accountability reporting on program and service delivery through Delegated First Nations Agencies.
- 4.2 Continue to work with Métis Settlements, Region 10 Child and Family Service Authority and Métis Nation of Alberta Association to better meet the needs of Métis children, youth and families.
- 4.3 Implement activities to promote permanency prescribed by the "Permanency Planning for Aboriginal Children Report".
- 4.4 Continue the joint table meetings with Child and Family Service Authorities and Delegated First Nations Agencies to address common and ongoing issues related to meeting the needs of Aboriginal children, youth and families.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
4.a Percentage of Aboriginal children who suffer injury that results in hospitalization or death while receiving protective services ¹	0.2%	0%	0%	0%
4.b Percentage of Aboriginal children in foster care/kinship care that are placed with Aboriginal families ²	35.8%	40%	41%	42%

Notes:

- 1 0.2% for 2005-06 represents 14 Aboriginal children, 4 of whom died. The causes of death were suicides (3) and accidents (1). Protection from serious harm is a key priority for all protective services. This measure provides an indication of Children's Services' performance in keeping Aboriginal children safe from harm.

The Ministry continues to strive to reach the target of 0%. While the target was not met in 2004-05 and 2005-06, the performance results are however, lower than the rate in the general child population in Alberta (when compared to statistics gathered from the Ministry of Health and Wellness: 0.464% for 2004-05 and 0.482% for 2005-06).

- 2 When children and youth must be removed from their homes, efforts should be made to place them in families that are geographically and culturally appropriate and socially familiar and nurturing to the child. Focusing on Aboriginal children in foster care/kinship care, this measure is an effort to show how the Ministry is performing in its efforts to achieve appropriate cultural placement matching thereby contributing to reconnecting Aboriginal children to their cultural roots and environment.

Source: Child Youth Information Module

Communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families

What it means Children must have safe places to learn, grow and thrive outside the home, and a strong connection to family and community. The Ministry works in partnership with Albertans to build on the unique capacity of communities to deliver the right services for children, youth and families, in the right place, and at the right time.

Expected Outcomes: Communities are responsive to issues/needs faced by children, youth and families. Children, youth and families participate in decisions that affect them.

Strategies

- 5.1 Strengthen the provision of strategic leadership to cross-ministry work that supports children and youth in becoming caring, contributing and self-reliant citizens.
- 5.2 Develop and enhance the capacity of Child and Family Services Authority Boards to effectively govern the regional authorities.
- 5.3 Promote policy relevant research and effective practices to improve the outcomes for children, youth, families and communities through collaboration with cross-jurisdictional partners, national partners, universities, other ministries, the community and the Alberta Centre for Child, Family and Community Research.
- 5.4 Support the continuing operations of Alberta's Promise, a public-private partnership dedicated to finding unrealized resources leading to new and better ways of working together to give children the opportunity to lead happy, healthy and successful lives.
- 5.5 Support community engagement strategies to enhance collaborative, coordinated responses to family violence and bullying, including through the Community Incentive Fund and the Aboriginal Engagement Strategy.
- 5.6 Facilitate, promote and recognize youth engagement by supporting youth forums, youth networks and youth consultations.
- 5.7 Support the work of the Youth Secretariat and Youth Advisory Panel to identify and address issues facing youth.
- 5.8 Build on the World Conference on Prevention of Family Violence report recommendations and develop a research partnership to provide an evidence base to inform policy and program development.

Performance Measures	Last Actual (Year)	Target 2007-08	Target 2008-09	Target 2009-10
5.a Percentage of community stakeholders reporting an increase in the community's ability to meet the needs of children, youth and families ¹	60.8% (2004-05)	n/a	65%	n/a
5.b Percentage of children and youth who received family enhancement services and afterwards did not require protective services ²	82.1% (2005-06)	84%	85%	85%

Notes:

- 1 Involvement of community stakeholders at the local level improves the delivery of services to children and better enables response to specific community needs. This measure involves a survey conducted with a comprehensive listing of community stakeholders provided by the Child and Family Services Authorities. As a result of an internal review, this measure will be discontinued. Work is underway to develop a replacement measure based on departmental and regional input addressing Goal 5.

Notes (continued):

- 2 This measure is about the effectiveness of the family enhancement services - a child intervention delivery approach that engages families with community based services to resolve issues before they escalate to a level that requires protective services.

n/a Biennial Survey

Sources:

- 5.a Community Partners Survey
5.b Child Youth Information Module

MINISTRY-WIDE CORPORATE OBJECTIVES:

The Ministry-wide corporate objectives support goal achievement across all three core businesses. Program Quality and Standards and Community Strategy and Support focus on policy and program development to support community based program delivery and contribute to children and youth in reaching their potential. Ministry Support Services provides support service to all areas of the ministry in the matters of: planning, reporting, measurement, human resource and financial management, information management and technology, legal services and intergovernmental initiatives. Children's Services corporate objectives are:

- I. Strengthen business planning and results reporting, to support decision making and accountability, with an increased emphasis on longer-term strategic planning and implementation of a comprehensive performance measurement framework.
- II. Develop and coordinate Ministry human resources planning to ensure there is organization capacity to meet service delivery requirements, and providing the tools/support/resources to enhance organization effectiveness including health and safety.
- III. Working in collaboration with Child and Family Services Authorities and Department staff, lead the development, communication and implementation of processes to improve business capacity in support of strategic requirements of the Ministry.
- IV. Develop and implement leading edge strategic financial and accounting policies and practices, re-engineer budget planning, forecasting and reporting, and implement internal controls that enhance accountability, decision making and use of financial resources, including transparency of Departmental grants.
- V. Develop and implement information technology strategies that support greater integration, the use of technology in day-to-day business processes and take advantage of the strategic value of information.
- VI. Develop strategies and capacity to support the Ministry's requirement for legal services, to identify legal risks and respond to legal issues, legislative needs and legislative development.
- VII. Provide leadership on international, national and interprovincial initiatives to promote the safety, well-being and development of children, youth and families.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable			2007-08 Estimate	2008-09 Target	2009-10 Target
	2005-06 Actual	2006-07 Budget	2006-07 Forecast			
Promoting the development and well-being of children, youth and families	308,667	392,932	367,375	403,587	410,889	415,451
Keeping children, youth and families safe and protected	487,436	506,390	517,425	549,027	557,183	561,444
Promoting healthy communities for children, youth and families	14,640	19,282	19,304	18,991	18,981	19,003
MINISTRY EXPENSE	810,743	918,604	904,104	971,605	987,053	995,898

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable			2007-08 Estimate	2008-09 Target	2009-10 Target
	2005-06 Actual	2006-07 Budget	2006-07 Forecast			
REVENUE						
Internal Government Transfers	34,000	49,500	49,500	55,500	55,500	55,500
Transfers from Government of Canada	263,296	277,827	235,581	314,950	316,865	326,244
Other Revenue	12,354	9,209	9,209	9,275	9,341	9,341
MINISTRY REVENUE	309,650	336,536	294,290	379,725	381,706	391,085
EXPENSE						
Program						
Promoting the development and well-being of children, youth and families:						
Child Care	78,281	146,985	118,087	134,036	135,436	138,136
Family Support for Children with Disabilities	87,647	91,609	95,120	101,768	105,131	106,184
Family and Community Support Services	66,135	68,232	68,232	71,161	73,361	73,361
Prevention of Family Violence and Bullying	29,560	32,535	33,645	36,203	36,245	36,287
Parenting Resources Initiative	15,613	17,087	17,087	18,094	18,094	18,094
Fetal Alcohol Spectrum Disorder Initiatives	4,738	5,551	5,551	9,549	9,556	9,563
Youth in Transition	4,888	5,356	5,356	6,000	6,012	6,024
Keeping children, youth and families safe and protected:						
Child Intervention Services	314,593	331,383	335,619	356,623	361,190	364,307
Foster Care Support	129,436	130,900	136,441	143,874	147,031	147,117
Protecting Children from Sexual Exploitation	5,391	6,200	6,200	6,203	6,203	6,203
Child and Youth Advocate	3,583	4,944	4,944	5,901	6,073	6,245
Promoting healthy communities for children, youth and families:						
Community Initiatives	10,692	14,352	14,352	14,187	14,187	14,187
Child and Family Research	2,000	2,000	2,000	2,000	2,000	2,000
Alberta's Promise	914	1,675	1,675	1,544	1,544	1,544
Support Services:						
Ministry Support	14,354	15,088	15,088	16,706	17,189	17,600
Program Support	37,263	41,907	41,907	43,456	42,701	43,946
Amortization of Capital Assets	1,627	1,300	1,300	2,800	3,600	3,600
Valuation Adjustments and Other Provisions	4,028	1,500	1,500	1,500	1,500	1,500
MINISTRY EXPENSE	810,743	918,604	904,104	971,605	987,053	995,898
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(501,093)	(582,068)	(609,814)	(591,880)	(605,347)	(604,813)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable			2007-08 Estimate	2008-09 Target	2009-10 Target
	2005-06 Actual	2006-07 Budget	2006-07 Forecast			
Ministry Revenue	309,650	336,536	294,290	379,725	381,706	391,085
<i>Inter-ministry consolidation adjustments</i>	(34,000)	(49,500)	(49,500)	(55,500)	(55,500)	(55,500)
Consolidated Revenue	275,650	287,036	244,790	324,225	326,206	335,585
Ministry Expense	810,743	918,604	904,104	971,605	987,053	995,898
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Expense	810,743	918,604	904,104	971,605	987,053	995,898
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(535,093)	(631,568)	(659,314)	(647,380)	(660,847)	(660,313)