2024-2027

2024-2027 STRATEGIC PLAN

CENTRAL ALBERTA FASD
FETAL ALCOHOL SPECTRUM DISORDER NETWORK

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Our Vision

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

Our Mission

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

2024-2027 PLAN

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

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

TARGETS FOR GRANTS

2024-2025 - Seniors, Community, and Social Services Ministry Grant

Program	**Activity Target**	**Progress Toward Target** (Updated Biannually)
Prevention and Education Sessions Provided (1.0 FTE) • Professionals • Post Secondary • Public • Youth	 230 individuals 60 individuals 80 individuals 230 individuals	
Assessment & Diagnosis	55 youth and/or adults	
Supports to Individuals and Caregivers	699	
Parent and Child Assistance Program (PCAP)	36 individuals	

2024-2025 - Ministry of Education Grant (WRaP 2.0)

Program	**Activity Target**	**Progress Toward Target** (Updated Biannually)
Professional Learning (Presentations to School and Coaching/Case Consultation)	62	

TARGETS FOR GRANTS

2024-2025 - Ministry of Health Grant (Valuing Mental Health/Wellbriety)

Program	Activity Target	Progress Toward Target (Updated Biannually)
Wellbriety training modules	Two x 4-day trainings annually	
Firestarter Gatherings	Three x 1-day planning meetings annually	

2024-2025 - Ministry of Public Safety and Emergency Services Grant - FASD Restorative Justice Diversion

Program	Activity Target	Progress Toward Target (Updated Biannually)
FASD Court Diversion	18	
FASD Restorative Justice Program (Prevention)	22	

2024-2025 - Ministry of Public Safety and Emergency Services Grant - Red Deer Remand Transitional Mentorship Program

Program	Activity Target	Progress Toward Target (Updated Biannually)
Red Deer Remand - 2nd Floor	TBD	
Red Deer Remand - Transition to Community	TBD	

STRATEGIC GOALS

01

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

02

Build agency capacity through program reviews and quality improvement.

03

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

04

Beginning in 2026, increase supportive housing units and supports for youth and adults impacted by FASD.

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

STRATEGIC GOAL 1

Objective 1.1: Research other funding streams including Children's Services and Jordan's Principle for youth assessment and diagnosis

Research other funding streams including Children's Services and Jordan's Principle	• Research online and other funding streams. • Apply for funding of assessment and diagnosis for youth in care and/or youth who have treaty status.	2024-2027 2024-2027	Executive Director/Operations Supervisor Clinic Coordinator	Ongoing - depending on grant tenure Ongoing per applicable assessment

Objective 1.2: Explore all funding options – grant and contracts.

Explore all funding options	• Develop an annual list of grant application opportunities. • Develop annual timeline for funding application completion.	2024 2024	Executive Director/Operations Supervisor Executive Director/Operations Supervisor	Not complete for 2024 Not complete for 2024

Objective 1.3: Develop Fund Raising capacity, charity status and fee for service programs.

Develop Fund Raising capacity, charity status and fee for service programs.	• Maintain standards for CRA for charity registration and receive approval. • Maintain standards for Accreditation. • Develop annual Fund-Raising plan. • Update Fee for Service Rubric	2024-2027 2024-2027 2024 2024	Ex Dir/Board of Directors oversight Ex Dir/Board of Directors oversight Ex Dir/Social Media & Marketing Cor Operations Supervisor	On going On going In progress Not complete

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

STRATEGIC GOAL 1

Objective 1.4: Develop partnerships/collaborations to address financial commitments

Develop partnerships/collaborations to address financial commitments	• Manage grant through Ministry of Justice and Solicitor General regarding FASD Diversion Program – Transitional Mentorship. • Connect with FN agencies/governments • Continue to collaborate with RCMP and Alberta Office of the Crown for human resource capitol and expansion of FASD Diversion Program.	2024-2026 2024-2025 2021-2024	Executive Director Executive Director/Operations Supervisor Executive Director/Clinical Supervisor/Restorative Justice Supervisor	Ongoing Not complete Ongoing

ONGOING OBJECTIVES

Strategic Goal 1

Review agency structure	• Develop a schedule to review for continuous fluid organizational structure to ensure maximization of budget and coinciding client care.	2024-2025	Executive DIrector	Quarterly - January 2024, March 2024, June 2024, September 2024
Identify pillars/programs for funding	• Justice related programming. • Youth funding which is sustainable. • Utilize post secondary students for short-term projects to enhance existing programs. • Assessment and Diagnosis: • Review of West Country Clinic to increase numbers • Development of East Country Clinic team	2024-2027 2024-2027 2022 2022-2024 2024 2025	Executive Director Executive Director Executive Director/Clinical Supervisor Operations Supervisor/Clinical Supervisor Operations Supervisor/Clinical Supervisor	Ongoing Ongoing Ongoing Not complete Not complete

Build agency capacity through program reviews and quality improvement.

STRATEGIC GOAL 2

Objective 2.1: **Build Board Member compliment and diversify to strengthen the Network's framework.**

Build Board Member compliment and diversify to strengthen Networks framework	• 8-10 Board Member compliment is the goal. • Continue to recruit from diverse background sources.	2024	Executive Director/Board of Directors	Not complete

Objective 2.2: Review policies, programming, and pillar mandates utilizing a third-party evaluation lens.

Review policies, programming, and pillars through a disability and diversity lens.	• Incorporate Restorative Practices philosophy and framework into all programming and client interaction. • Train internal Network staff in the following: ◦ **The Principles of Restorative Practices** ◦ **Using Circles Effectively** ◦ **Restorative Conferencing** • Review the Valuing Mental Health grant for opportunities to build community capacity through Indigenous programming. • Participate in Disability Conferences, Committees, Policy Development Groups. • RFP for third-party evaluation of programs – 2024 is Restorative Justice Programming. • Utilize Accreditation Standards to continuously improve programming, operations, policies and procedures on an annual basis.	2024 2024-2026 2024-2027 2024 2024 - January and September	Executive Director Executive Director Executive Director/ Prevention Coordinator Professor Mellissa Tremblay, PhD University of Calgary and CANFASD Researcher Executive Director/ Board of Directors/Leadership Team	Complete /Ongoing for each year Not complete for new employees Complete /Ongoing In progress In progress In progress

Build agency capacity through program reviews and quality improvement.

STRATEGIC GOAL 2

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

Utilize program/pillar mandates to develop evaluation tools.	• Create data tool for each program to provide outcome and evidence-based evaluation that includes end user/lived experience testimony - – 2024 is Restorative Justice Programming/InReach – Transitional Mentor • Identify academic/practicum opportunities.	March 2022 2024 2024	Executive Director/Program leads Professor Mellisa Tremblay Executive Director	Not complete In progress Secured RD Polytech/Lacombe Burman

Objective 2.4:Review external contracts for quality control, financial/administrative costs on an annual basis.

Review external contracts	• Review hiring practices for conformity to Network requirements. • Review programming for quality control and conformity to Network requirements.	2024 2024	Executive Director/Clinical Supervisor Executive Director/Clinical Supervisor	Scheduled for March 2024 Scheduled for March 2024

Objective 2.5: Develop a robust volunteer program.

Develop volunteer base	• Hire Volunteer Coordinator • Develop recruitment and criteria plan • Develop training plan. • Develop sustainability plan. • Areas of volunteering opportunity	2024 2024 2024 2024 2024	Executive Director/Leadership team	In progress for all

ONGOING OBJECTIVES

Strategic Goal 2

Increase community knowledge of programs	• Prevention Conversation for liquor store campaign. • Create articles for website, radio, and newspaper explaining each program; no cost and fee for service. • Continue to maintain memberships on provincial councils. • Through Fund Raising events. • Maintain memberships in disability related organizations.	2024-2025 2024 2024-2027 2024-2027 2024-2027	Prevention Coordinator/Social Media Coordinator Clinical Supervisor/Prevention Coordinator/Social Media Coordinator Executive Director Executive Director/Social Media Coordinator Executive Director	In progress Update required January-March Ongoing In progress Ongoing Ongoing
Provide FASD education and communicate innovate programming	• Seek opportunities to share innovative programming and successes.	2024-2027	Network employees/Government/ Board of Directors	Ongoing
Update Website information	• Review Website monthly. • Connect with other FASD Links. • Ensure all training and community events are posted. • Ensure all donation and fundraising events/opportunities are posted. • Ensure registration for any sessions is accessible.	2024-2027	Operations Supervisor	Ongoing

ONGOING OBJECTIVES

Strategic Goal 2

Increase FASD knowledge internal/external staff knowledge in FASD and programming	• Annual refresher:
	  ◦ PCAP
	  ◦ ORS - client database system
	  ◦ Pillars/attached programs
	  ◦ Restorative Practices
	  ◦ Program expectations, documentation
	• Annual face to face meetings external contracts:
	  ◦ Review current research
	  ◦ Available community training
		2024-2027
		
		2024
			Executive Director/Operations Supervisor
			
			Executive Director/Clinical Supervisor
				Ongoing
				
				March 2024

Review, update, and adapt programs	• Staff program strategy sessions • Management review of programs • Client surveys • Evaluation Results • Update program manuals, policy, and procedures	2024-2027	Executive Director/Leadership team	Ongoing

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

STRATEGIC GOAL 3

Objective 3.1: Executive Director to seek Central Region and provincial level partnerships and working group/committee/board opportunities.

Executive Director to seek Central Region and provincial level partnerships	• Develop an ongoing plan for partnership with O'Chiese, Sunchild and Big Horn reserves. • Seek placement on the Premier's Council for Disabilities. • Seek Board positions for related disability and justice organizations.	2024 2024 2026	Executive Director/Clinic Coordinator/PCAP Employee Executive Director Executive Director	In progress On related Board of Directors until 2026

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

Partner with Red Deer Public/Red Deer Catholic School Districts	• Meet with school officials to discuss the following: ◦ Review success of WRaP Program. ◦ Discuss training and education plan for staff and students. ◦ Discuss how the Network can offer support in the school environment i.e. identifying and supporting FASD, behavioral planning. • Provide Restorative Practice and Restorative Circles in Schools training.	2024 2024	Executive Director/Red Deer Public and Red Deer Catholic	Not complete for 2024 Not complete

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

STRATEGIC GOAL 3

Objective 3.3 Develop agency specific presentations that include a disability and diversity lens/perspective that positively reflects culture.

Objectives to be determined in 2025.				

Objective 3.4 Connect with local governments and maintain contact with regional and provincial political representatives.

Connect with local/regional/ provincial government representatives	• Develop annual meeting schedule with MLA's, MP's, City Officials throughout Central Region. • Inform government/ministries of programs offered through letter writing campaign/online campaign. • Focus on strategic priorities of community support and infrastructure including housing, funding and advocacy. • Inform of collaborative efforts and increasing capacity of civil society. • Inform of need for future levels of support and advocacy by local governments for programs and partnerships. • Identify opportunities to network with politicians at conferences and meetings.	2024	Executive Director/Board Member/Administrative Assistant Executive Director and Board of Directors	Not complete for 2024 Not complete for 2024 Ongoing Ongoing Ongoing

ONGOING OBJECTIVES

Strategic Goal 3

Invite agencies to be involved in FASD Awareness activities	• Create FASD Awareness Day organizing committee that involves other agencies in each community of Central AB. • Begin planning for FASD Awareness Day with communities prior to end of March each year. • Choose two communities per year to involve new agencies. • Develop Red Deer's FASD Awareness Day into a three-day professional conference.	2021-2024 2024	Network employees and Board of Directors Three day for 2024	Complete/Ongoing Complete/Ongoing Ongoing One day event for 2023
Involvement in community-based activities	• Physical presence at community events/celebrations • Job Fairs • Health Fairs • Assembly/Cultural days • Trade Shows	2021-2024	Network employees and Board of Directors	Ongoing
Connect with Elders/Seniors	• Each employee to identify and meet with one senior/elder per month. • Request an invite to attend Elder/Senior meetings. • Create visual information packet for elders - FASD.	2021-2024	Specific employee with connection to Indigenous traditions	Ongoing

Beginning in 2026, increase supportive housing units and support for youth and adults, impacted by FASD.

STRATEGIC GOAL 4

Objective 4.1: Partner with the City of Red Deer, organizations serving families, and other Central Region agencies, to advocate for support in funding of FASD specific supportive living units.

• City of Red Deer • Indigenous Agencies • Etana Disability	• Apply for housing contracts. • Create/establish a best practice model for supportive housing for individuals with FASD.	2026-2027 2026-2027	Executive Director/Operations Supervisor Clinic Coordinator	TBD TBD

Objective 4.2: Communicate and collaborate with existing housing programs to develop appropriate housing supports, and programming for individuals with FASD e.g. Vantage, Heritage Family Services, Etana, and other Network Staff and Board identified agencies.

Communicate and Collaborate	• Create/adjust current Network Programming to include training/programming for staff of existing supportive housing • Review opportunities for FASD specific housing partnerships.	2024-2027 2024-2027	Prevention and Education Coordinator/ Restorative Justice Supervisor Executive Director/Leadership Team	On Going TBD

Objective 4.3: Research grant opportunities for a Network operated housing project.

Network Housing Project	• Grant opportunities for Network Housing • Identify partnerships e.g. Recovery Community, and other related organizations. • Develop a fundraising plan for the 'Network Housing Project'.	2026-2027 2026-2027 2026-2027	Executive Director Executive Director Executive Director/Fundraising Coordinator/Marketing and Social Media Coordinator	In progress - Federal funding In progress In progress