



Parkland County

Family and Community Support Services Operation Review

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Review Purpose

- ▶ Ensure that the Parkland County FCSS operating model is current and relevant in meeting the needs of Parkland County Residents
- ▶ Determine if the Partnership Agreements in Place reflect the most effective method of delivering FCSS programs and services to county residents
- ▶ Determine if the County is receiving good value for the funding invested

Basis for Change - Parkland County Strategic Plan

- ▶ *purposeful and deliberate planning.*
- ▶ *Enhance the lives of our residents in pursuit of quality of life.*
- ▶ *Provide quality service through efficient and effective practices.*
- ▶ *Deliver quality services in an efficient and economical manner.*

- ▶ *Belief in the value of communities and supporting local groups and organizations.*
- ▶ *Promote and advance health and wellness opportunities for residents and elevate the sense of community among residents.*
- ▶ *Create a viable and resilient community by empowering residents.*
- ▶ *Establish key performance indicators with respect to the delivery of municipal services.*

Basis for Change - Collaborative Action Group

- ▶ *Create a more sustainable relationship in order to better serve residents.*
- ▶ *Encourage ongoing collaboration in order to identify and meet current and emerging social needs.*
- ▶ *Make informed decisions surrounding programming needs/reporting*
- ▶ *Collaborate to make decisions on maintaining and or pursuing existing and new initiatives.*

- ▶ *Understand current issues (within the Parkland County region) and plan new collaborative initiatives.*
- ▶ *New initiatives to address current or emerging needs of residents.*
- ▶ *Evaluate actual and planned responses to needs.*
- ▶ *Programming decisions will be the outcome of an annual review process.*

Review Methodology

Six Phases

- ▶ Clarification of desired project deliverables and outcomes
- ▶ Comprehensive review of all related documents and reports
- ▶ Engage and interview all partner municipalities and comparative municipalities
- ▶ Analysis of existing and new information and data and production of a Key Findings Report
- ▶ Generation and review of options and recommendations and development of a Final Report
- ▶ Presentation and discussion with municipal program partners and Council

Current Model

- ▶ FCSS funding is received from the province and the required 20% matching municipal contribution is added
- ▶ Funding is allocated to partner municipalities to support access to their FCSS programs and services by county residents
- ▶ A portion of the funding is used for fee for service contracts, direct program and service delivery and administrative support
- ▶ Partner municipalities report on the programs and services offered and percentage of parkland residents participating
- ▶ Program and service planning primarily based on needs assessments of municipal program partner residents

Key Review Findings

- ▶ FCSS Allocations primarily support resident access to partner municipality programs and services
- ▶ Positive administrative relationships with municipal partners
- ▶ Little governance relationship with municipal partners on FCSS matters
- ▶ Evolution of Parkland County as an FCSS Program partner
- ▶ Collaborative Action Group has not fully reached its potential
- ▶ Need for a formal and consistent mechanism to participate in needs assessment and program and service planning and evaluation with partners
- ▶ Additional information and analysis is required to help determine value for money

- ▶ The purpose, goals and desired outcomes of Parkland County FCSS are not determined or communicated
- ▶ Social development strategy is not identified or aligned with other high level County strategies including the County Strategic Plan, Economic Development and Tourism, Environment and Conservation, Recreation and Open Spaces and Community Sustainability and Development
- ▶ Some areas of need have been identified by residents and actions taken to address however a formalized, consistent program and services planning process is not in place
- ▶ The County is not recognized by residents as investing in their community health and quality of life through FCSS investments

Value for Money Invested

Based on available information:

- ▶ A diverse range of programs and services are available to county residents based on need assessments conducted within the partner municipalities
- ▶ The partner municipalities evaluate their programs and services and meet the audit requirements of the province
- ▶ Parkland County residents attend programs and services provided by the partner municipalities
- ▶ Parkland County is investing in quality programs and services on behalf of county residents
- ▶ The current method of resource allocation is equitable based on the available level of issue or needs information

Value for Money Invested

Issues

- ▶ The purpose and intended outcomes of Parkland County FCSS Investments is not identified or communicated to partner municipalities or residents
- ▶ County residents are not engaged in identifying their specific needs or issues
- ▶ Programs and services available are determined by partner municipalities
- ▶ Rates of participation by county residents and corresponding “targets” need to be clarified

- ▶ A system of outcome measures (impact on individuals and impact on community) would greatly assist in determining value of money
- ▶ The current access agreements have significant headroom for additional county resident participation
- ▶ Communication activity has improved, still potential to target communication and increase program and service participation
- ▶ There is a need for additional clarity around reporting processes and data analysis

Value for Money - Issues Continued

- ▶ There are impacts on county residents if FCSS funding to partner municipalities is reduced or eliminated
- ▶ FCSS funding and related quality of life and community health impacts are not articulated in the County Strategic Plan
- ▶ The CAG is an effective strategy that is not currently operating at full intended potential
- ▶ A low percentage of county residents are aware of FCSS programs and services
- ▶ Residents did request additional information on programs and services and access

Key Conclusions

- ▶ In order to assess, direct and evaluation the effectiveness of FCSS resource allocations information on program and service purpose, goals and strategic priorities is required
- ▶ Partnership Agreements are primarily access agreements and do not direct or influence the program and services provided
- ▶ The County currently has limited opportunity to influence and direct the programs and services offered
- ▶ A diverse range of programs and services are offered and available to county residents
- ▶ Programs and services are developed according to the needs of municipal residents - it is assumed that the needs of county residents are the same
- ▶ County residents are using FCSS programs and services offered by partner municipalities

- ▶ All FCSS programs and services offered by partner municipalities meet the audit requirements of the provincial FCSS Program
- ▶ Clarification of reporting processes and additional data analysis would help in benchmarking and quantifying county resident participation levels
- ▶ Some quantitative program reporting is provided by partner municipalities to Parkland County
- ▶ Increased qualitative reporting would help in providing a basis for decision making and resource allocation
- ▶ County residents are largely unaware of the value of the programs, services and resources that are being invested on their behalf

Opportunity

Increase the ability of the County to support and engage residents through FCSS Programs and Services

- ▶ Provide leadership and direction through a social priorities framework for the County
 - ▶ Build community engagement and social sustainability
 - ▶ Clearly communicate priorities to program partners and residents
 - ▶ Provide a clear foundation for program planning and evaluation
 - ▶ Align social priorities and resource allocations with other County Strategic Plans
- ▶ Increase the effectiveness of FCSS resource allocations
 - ▶ Identify and target social issues and needs in the County
 - ▶ Direct / partner to develop specific FCSS programs and services
 - ▶ Increase county resident participation in existing programs and services
 - ▶ Allocate resources based on areas of highest need

Recommended Approaches

- ▶ Social Development Framework Approach
- ▶ Current Model Efficiency and Effectiveness Approach

Social Development Framework

- ▶ A social Development Framework would augment and complement the high level strategic planning that has been undertaken by the County in the areas of:
 - ▶ Environment and conservation
 - ▶ Recreation and open spaces
 - ▶ Economic development and tourism
 - ▶ Community sustainability and development.
- ▶ This approach will provide the basis for engaging community and stakeholders in social issues and opportunities in the county and for the needs assessment and evaluation practices that will enable future planning and measurement of the results and outcomes of the County's social programs and services.

Social Development Framework

Base Recommendation

- ▶ *Develop a Social Development Framework for the County of Parkland including:*
 - ▶ *Engagement of governance leadership, administration, citizens, businesses and key stakeholders in defining the social development priorities of the County*
 - ▶ *Identification strategic priorities related to social issues and quality of life*
 - ▶ *A social needs, issues and assets profile of Parkland County*

- ▶ *Identification of community values and principles*
- ▶ *An ongoing engagement framework for resident and stakeholder participation*
- ▶ *Social policies, direction, strategies and an action framework*
- ▶ *County policy and strategy alignments and linkages*
- ▶ *A results, evaluation, outcomes and reporting framework*

Efficiency Effectiveness

- ▶ The second approach focuses on the efficiencies and effectiveness of the current FCSS Program model.
- ▶ Includes three options that:
 - ▶ improve the current level of information on the mandate and purpose of the County's FCSS Program
 - ▶ improve information and knowledge on the results and outcomes of FCSS programs and services
 - ▶ Increase county participation in needs assessment activities of county residents
 - ▶ Results in increased overall effectiveness and efficiency of the current FCSS Program model.

Current Model Efficiency and Effectiveness

Base Recommendation

- ▶ *Define the Parkland County FCSS Program as a foundation for communication, evaluation and future direction setting*
 - ▶ *Undertake a Strategic Priorities process to define the mission, goals and strategic priorities of the Parkland County FCSS Program and to align with the County Strategic Plan.*
 - ▶ *Determine the purpose and mandate of the County's FCSS Program to help guide resource allocations and program partnerships*
 - ▶ *Develop a framework to evaluate and report on the results of the Parkland County FCSS Program*
 - ▶ *Undertake a more rigorous analysis of the levels of program and service participation by Parkland residents against the funding allocated*

Option 1

Increase effectiveness and efficiency of current operational model.

- ▶ Continue with the current partner funding model until the work identified in the Core Recommendation is completed.
- ▶ Increase the effectiveness of the Community Action Group in identification of community issues and needs, collaborative planning and reporting on the results and outcomes of FCSS programs and services.
- ▶ Develop a comprehensive communication plan and strategy to support the Parkland County FCSS Program and increase levels of participation by county residents
- ▶ Increase engagement with municipal partners and community agencies and stakeholders in program and service planning and delivery
- ▶ Review FCSS Program reporting

Option 2

Consolidate funding allocations to municipal partners within Parkland County

- ▶ Implement recommendations under option 1.0.
- ▶ Assume program development and delivery responsibilities for Parkland County areas currently serviced by Drayton Valley, Leduc County and Yellowhead County.
- ▶ Investigate the feasibility of reciprocal access agreements with Drayton Valley and Yellowhead County to replace the current Parkland County resident access agreements.
- ▶ Engage county residents directly impacted by this change in a communication process

Option 3

Assume responsibility for all FCSS Programs and Services in Parkland County

- ▶ Implement the recommendations in option 1.0
- ▶ Engage county residents directly impacted by this change
- ▶ Engage community service organizations and agencies where appropriate to deliver FCSS programs and services.
- ▶ Develop and put in place the necessary program operation and administrative support systems to provide FCSS programs and services to Parkland County residents.
- ▶ Investigate the feasibility of reciprocal access agreements with municipalities in the county to replace the current funded access agreements.

Overall Conclusions

- ▶ Parkland County requires a strategic framework from which to identify and communicate the direction and goals of its investments in FCSS programs and services in the county
- ▶ Most of the information the county has with respect to the social needs of residents and program and service results comes from the municipal partners
- ▶ There is a need to generate County specific issue and need information
- ▶ Based on the information available the current allocation model is a relatively effective means of distribution of resources (based on access)
- ▶ The additional data, information and analysis will enable a much more comprehensive ability to answer the question of value for money

- ▶ To improve the efficiency and effectiveness of the Parkland County FCSS Program additional county specific data collection, analysis and program management is required.
- ▶ The recommendations will increase the coherence of the FCSS resource allocations in relation to their contribution to achieving results identified in the Parkland County Strategic Plan.

Overall Recommendations

Undertake the development of a Parkland County Social Development Plan.

Provides the highest level of resident and community organization engagement and participation

Provides opportunity to identify social issues and needs and build community capacity to resolve them

The Plan will provide County Council and administration with the basis on which provide leadership and set direction with respect to social policy, practice and allocation of resources in the County.

Overall Recommendation

Implement the Current Model Efficiency and effectiveness Approach and Base Recommendation and Option 1.0

- ▶ The Base Recommendation provides an essential basis to move forward with any of the following Options
- ▶ Will provide a basis on which to set priorities and make decisions between program and service options and create a framework for evaluation of FCSS funding allocation results
- ▶ Implement recommendations in Option 1
- ▶ The recommendations ensure that excellent political administrative processes are in place to set direction, operate and evaluate FCSS programs and services.

Overall Recommendation - 3

Consider the merits of implementing Option 2.0 and/or Option 3.0

- Once either the Social Development Plan Approach or the Efficiency and Effectiveness Approach are completed consider the merits of implementing Option 2.0 and/or Option 3.0