



# Family and Community Support Services

*Annual Overview 2010*

Community Partnerships  
Community Strategies and Support Division  
Alberta Human Services  
November 2011

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**Government of Alberta** ■  
Human Services

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## **1. Introduction**

Human Services (HS) is pleased to present the 11th edition of the *Family and Community Support Services (FCSS) Annual Overview*. This report provides a provincial summary of FCSS activities and is intended to supply municipalities and Métis Settlements with information to support the operation of local programs.

FCSS is an 80/20 funding partnership between the Government of Alberta and participating municipalities or Métis Settlements to develop locally-driven preventive social programming. The Province contributes up to 80 per cent of the net cost of operating a local program and the participating municipality or Métis Settlement contributes a minimum of 20 per cent.

Under FCSS, communities design and deliver preventive social programs that promote and enhance well-being among individuals, families and communities. FCSS programs depend on community ability, often involving volunteers in management and delivery. FCSS funding is allocated to Alberta municipalities and Métis Settlements that choose to enter into an agreement with the Province to develop and deliver preventive social service programs in accordance with the *FCSS Act* and Regulation.

The Regulation sets out the service requirements that a municipality or Métis Settlement must meet to be eligible for funding. Eligible projects must promote, encourage and facilitate:

- the development of stronger communities;
- public participation in planning, delivering and governing the program and services provided under the program;
- the involvement of volunteers;
- the efficient and effective use of resources; and
- co-operation and co-ordination with allied service agencies operating within the municipality.

Services provided under a program must be of a preventive nature and help people and/or communities to do one or more of the following:

- develop independence, strengthen coping skills and resiliency;
- develop an awareness of social needs;
- develop interpersonal and group skills which enhance constructive relationships among people;
- assume responsibility for decisions and actions which affect them; and
- provide supports that help sustain people as active participants in the community.

FCSS programs must not:

- provide primarily for the recreational needs or leisure time pursuits of individuals;
- offer direct assistance, including money, food, clothing or shelter, to sustain an individual or family;
- be primarily rehabilitative in nature; or
- duplicate services that are ordinarily provided by a government or government agency.

No other province or territory in Canada has a similar working partnership between the provincial government, municipalities and Métis Settlements. The FCSS philosophy is based on a belief that communities have the desire, energy and ability to build community capacity and that self-help contributes to a sense of integrity, self-worth and independence. Programs are intended to encourage healthy self-perceptions, thereby improving resiliency and the capacity to maintain healthy relationships.

One of the key principles is local autonomy for priority-setting and resource allocation. Within the parameters of the *FCSS Act* and Regulation, each municipality or Métis Settlement determines how the funding they receive should be allocated to best meet the needs of their community. Local FCSS programs are part of the larger provincial program that collectively helps to ensure that Albertans have access to a strong network of prevention supports.

Municipalities operate on a calendar year and 2010 Annual FCSS Program Reports were due on April 30, 2011. Métis Settlements operate on a fiscal year and 2009/2010 Annual FCSS Program Reports were due on July 29, 2011. Information included in these reports is reviewed, entered into a provincial FCSS database and a reconciliation statement is prepared for each local FCSS program. When all information has been entered and verified, the *FCSS Annual Overview* is produced. The current status of data entry is reflected in reports included in the *FCSS Annual Overview 2010*. Amounts may differ in future reports where data is updated. Also, due to the rounding off of amounts, slight discrepancies in totals may be noted.

## ***2. Provincial FCSS, Ministry and Other Highlights of Interest***

### **FCSS Grants**

The total grant allocation budget for the provincial FCSS program in 2010/2011 was \$93.5 million: the Province contributed \$74.8 million (80 per cent) and participating municipalities and Métis Settlements contributed a minimum of \$18.7 million (20 per cent). The ministry also provided funding for the FCSS Outcome Measures Initiative, the FCSS Association of Alberta (FCSSAA) Resource Bank and FCSS-related contracted services.

### **FCSS Association of Alberta**

The FCSSAA is a key partner of the ministry. Its mission is to unite and strengthen the FCSS community by representation and advocacy on behalf of member boards. A 17-member Board of Directors oversees operations. The role of the FCSSAA Board is to identify common concerns and issues related to FCSS; communicate those issues, together with proposed solutions, to other members and to the provincial government; and to support communities by developing tools to meet local needs and mandates.

The FCSSAA Resource Bank is a resource centre, reference library and communication network for information-sharing among local FCSS programs. Funding and support to the Resource Bank is undertaken as a 60/40 funding partnership between the FCSSAA and the ministry. Further information about the FCSSAA can be found on its website at [www.fcssaa.ab.ca](http://www.fcssaa.ab.ca) or by calling 780-415-4791.

### **FCSS Program Advisory Team**

The FCSS Program Advisory Team (PAT) is a joint management committee established to foster and promote a positive working relationship between municipal and Métis Settlement FCSS representatives, the FCSSAA and the Province. The intent of PAT is to focus on provincial goals, policies and procedures and to help the FCSS program to be as effective as possible. PAT reviews service delivery issues and concerns from local FCSS programs and the Province (through the ministry), and provides advice on how to consider the issues and concerns within the context of the *FCSS Act* and Regulation. PAT is not a decision-making body but rather provides advice to local programs and/or the Province. PAT also acts as a steering committee for joint FCSSAA/government projects that work to support and strengthen FCSS.

PAT is not intended to duplicate or interfere with the relationship between the Province and individual municipalities/Métis Settlements as outlined in FCSS legislation. When PAT was established, it was felt the FCSSAA was the appropriate body to represent local FCSS programs. Over 97 per cent of local FCSS programs are members of the FCSSAA and its mandate is built on direction from the membership. The PAT's Terms of Reference were created through an extensive consultation with local FCSS programs and provincial representatives.

PAT is composed of the Executive of the FCSSAA, the provincial Director and Senior Manager responsible for FCSS, provincial Program Review Officers, the FCSSAA Executive Director, Co-Chairs of the FCSS Directors' Network and a Métis Settlement representative. PAT is co-chaired by the FCSSAA President and the provincial Director. Provincial staff are accountable to the Assistant Deputy Minister responsible for FCSS and FCSSAA representatives are accountable to the Association Board and member programs.

### **FCSS Outcome Measures Initiative**

The FCSS program is included in the ministry's business plan with goals, targets, performance measures and outcomes for province-wide program delivery. An FCSS outcome measures project was initiated in 2001 to provide local FCSS programs with a system to monitor outcomes for program delivery. The overall intent was to provide an opportunity for local FCSS programs to learn the practice, gain an appreciation for and an ability to identify outcomes occurring as a result of their services. A further intention was to teach the skill of using the data for continuous quality improvement and to guide best practices.

Involvement in the project was encouraged but not required by local FCSS programs. Over the years, the use and understanding of outcome measurement by local FCSS programs continued to grow and several provincial annual progress and outcomes reports were produced.

In spring 2009, a Provincial FCSS Outcome Measures Steering Committee was established to oversee the project and address identified gaps and needs in order to continue to build capacity within local FCSS programs to implement outcome measures and the practice of continuous quality improvement. The project was renamed the FCSS Outcome Measures Initiative and a renewed focus was directed to FCSS outcome measures. Priorities identified by the Steering Committee included outcomes reporting, use of clear and consistent definitions, training, regular communication, development of outcome templates and resource tools and a peer coaching process.

An FCSS outcome measures training curriculum was developed in spring 2010 and piloted by FCSS staff, members of the Steering Committee and ministry staff. The ministry advertised for FCSS staff to work as Outcome Measures Trainers (OMTs). Five individuals were recruited and received initial training in the new FCSS outcome measures curriculum. Their work as OMTs officially started on November 1, 2010.

In summer 2010, FCSS programs were surveyed to help assess where local programs were in terms of understanding and measuring outcomes resulting from their programs and services and using the results for continuous quality improvement. The final report concluded there was still significant work to do in implementing the practice of outcome measurement in FCSS.

Additional work in the area of developing a provincial Program Logic Model/Framework and reporting template were identified as priorities for 2011.

Further information about the FCSS Outcome Measures Initiative and the use of outcome measures may be directed to Joyce Mellott, Senior Manager, FCSS Unit, CYS, toll-free by first dialing 310-0000, then 780-415-6285, or by email at [Joyce.Mellott@gov.ab.ca](mailto:Joyce.Mellott@gov.ab.ca).

### **FCSS Program Handbook and FCSS Program Advice Inventory Listing**

The *FCSS Program Handbook* was originally developed in 1997 as a reference guide to assist municipalities and Métis Settlements with the administration of local FCSS programs. The Handbook was updated in 2010 and includes an expanded *FCSS Program Advice Inventory Listing*. The Listing is intended to assist local FCSS programs in clarifying the eligibility of several projects, services and expenditures and is referenced in chapter five on pages 5-10 to 5-28 of the Handbook. The Listing is also available as a stand-alone document. The *FCSS Program Handbook* and the *FCSS Program Advice Inventory Listing* are posted on the ministry's website at [www.child.alberta.ca](http://www.child.alberta.ca).

### **FCSS Online System**

The FCSS Online System is fully operational and a number of provincial FCSS documents are now processed electronically, including Annual FCSS Program Reports, FCSS Grant Notification forms, FCSS Funding Agreements and FCSS Amending Agreements. The System is accessible to all participating municipalities and Métis Settlements through a secured web browser interface to the Internet at <https://www.acs.gov.ab.ca/fcss/fcss.nsf>.

Passwords and IDs are assigned to municipal/FCSS staff designated to perform specific roles, i.e., report editor (data entry), reviewer (typically FCSS Director) and approver (typically Chief Administrative Officer). The reviewer and approver functions may be performed by the same individual; however, the report editor function should be performed by another person. Separate user guides for municipalities and Métis Settlements have been prepared to explain how to use the System. These manuals are available on the ministry's website at [www.child.alberta.ca](http://www.child.alberta.ca). For password-related information, email the ministry at [FCSS.Admin@gov.ab.ca](mailto:FCSS.Admin@gov.ab.ca).

### **FCSS/Parent Link Bursary Program**

In May 2007, the ministry provided a \$1 million grant to the FCSSAA to establish an education bursary for local FCSS programs and Parent Link Centres (PLC). The FCSS/PLC Education Bursary is one of four created by the Alberta government that offers financial support to senior staff choosing to continue their education to enhance their leadership skills. The FCSSAA, the Alberta Association of Services for Children and Families, the Alberta Council of Women's Shelters and the Alberta Child Care Network oversee implementation and administration of the four respective bursaries.

FCSS/PLC bursaries are available to a maximum of \$10,000 per person. Applications may be submitted throughout the year. A committee reviews applications four times per year (January 15, April 1, June 1 and October 1). Eleven bursaries totaling \$74,476 were awarded in 2010. Further information about the bursary program is available by contacting Sharlyn White, Executive Director, FCSSAA, at [fcssaa@telus.net](mailto:fcssaa@telus.net) or 780-422-0133 or Joyce Mellott, FCSS Unit Senior Manager, CYS, at [Joyce.Mellott@gov.ab.ca](mailto:Joyce.Mellott@gov.ab.ca) or 780-415-6285.

### **FCSS Program Reviews**

Each year, FCSS program reviews are conducted randomly throughout Alberta by ministry staff. The purpose of these reviews is to provide ongoing program and administrative advice and support to municipalities and Métis Settlements participating in FCSS and to ensure accountability processes are in place.

The 2010 FCSS program review locations were:

- City of Grande Prairie
- City of Leduc
- Town of Beaverlodge\*
- Town of Sexsmith
- Town of Smoky Lake
- Town of Wembley
- Village of Hythe
- Village of Legal
- County of Grande Prairie No. 1\*
- Leduc County
- Westlock County
- MD of Greenview No. 16

*\* Note: Rather than administer an FCSS program directly, the Town of Beaverlodge transfers its FCSS grant to the County of Grande Prairie No. 1. Municipal councillors and/or FCSS Board members from the Town were invited to attend the meeting and are included in the count of 2010 FCSS program review locations, which totaled 12.*

## **Ministry Changes**

On January 15, 2010, the Honourable Yvonne Fritz, MLA, Calgary-Cross was sworn in as Minister of CYS, replacing the Honourable Janis Tarchuk, MLA, Calgary-Fish Creek. On July 14, 2010, Steve MacDonald was appointed Deputy Minister replacing Fay Orr.

The FCSS Unit, housed within the Community Partnerships Branch under the Community Strategies and Support Division, underwent a restructuring on March 1, 2010. Community Partnerships was amalgamated with Youth Strategies to become the Community Partnerships and Youth Strategies Branch. Ken Dropko was appointed Director of the newly structured Branch.

## **Ministry Business Plan Input**

For the third year, local programs attending spring FCSS regional meetings had an opportunity to provide input into the ministry's business plan for 2011-2014. Municipalities and Métis Settlements are valued stakeholders and this process ensures that FCSS priorities are documented and the collective FCSS voice is heard by government.

## ***Other Provincial Highlights of Interest***

### **New Cabinet Appointed**

On January 13, 2010, a new cabinet team was announced. Premier Ed Stelmach stated their focus would be to ensure that Alberta has:

- the strongest financial position of all provinces coming out of the recession;
- the most innovative and competitive economy in North America, creating jobs and attracting investment in traditional and emerging sectors;
- the best performing public health care system in Canada; and
- the most advanced infrastructure built in North America.

### **Budget 2010**

Budget 2010 was announced on February 9, 2010. Health, education and vulnerable Albertans remained as budget priorities. Budget highlights included:

- \$1.3 billion in savings found through cross-ministry spending review.
- Cost savings re-invested in and new money added to priority areas:
  - \$1.7 billion increase for ongoing health programs; Alberta Health Services deficit paid off.
  - \$250 million increase for school boards.
  - Benefit levels maintained for recipients of Alberta Seniors Benefit and Assured Income for the Severely Handicapped.
  - Funding remains at \$597 million for the Persons with Developmental Disabilities program.

- Alberta's competitive advantage supported and enhanced:
  - \$20.1 billion investment in infrastructure over three years.
  - No tax increases; taxes remain lowest overall in Canada.
- \$38.7 billion forecast total expense in 2010/2011; \$34.0 billion forecast revenue in 2010/2011.
- \$4.7 billion deficit forecast for 2010/2011; \$505 million surplus forecast in 2012/2013.
- Savings in Sustainability Fund used to offset deficits.

### **Government of Alberta 2010-11 Annual Report**

The [Government of Alberta 2010-11 Annual Report](#) was released on June 29, 2011. This report includes the *Consolidated Financial Statements* ([Executive Summary](#) and [2010-11 Consolidated Financial Statements](#)). The report also includes [Measuring Up](#) (and [Supplementary Information](#)), which is published by [Alberta Treasury Board](#).

Following are highlights from the 2010-11 Annual Report:

- Revenue was \$34.9 billion, \$886 million higher than estimated at budget, primarily due to higher Crown lease sales, bitumen royalties and investment income.
- Expense was \$38.3 billion, \$452 million lower than estimated at budget, primarily due to lower operating expense and capital grants.
- Deficit was \$3.4 billion – a drop from the \$4.7 billion forecast at budget. This lower deficit means less was drawn from the Sustainability Fund, which stood at \$11.2 billion at March 31, 2011, \$3 billion higher than originally forecast in Budget 2010.
- The Capital Plan supported \$5.9 billion in projects in 2010/2011, including funding for housing, health and education projects as well as improvements to provincial highways. Total investment in capital projects came in \$634 million lower than last year, and \$1.3 billion lower than budgeted as there were savings in construction costs and some projects were re-profiled to future years. No projects were cancelled.
- Health expense was \$15 billion, \$1.9 billion higher than in 2009/2010. The increase from 2009/2010 reflects a \$1.5 billion increase to the AHS operating grant as part of government's five-year funding commitment as well as increases for physician services and service delivery enhancements.
- Education expense was \$9.3 billion, a decrease of \$263 million from 2009/2010, and \$49 million lower than the budget estimate. The decrease from 2009/2010 was due mainly to lower capital grants and less demand for job training programs due to an improving economy, partially offset by increases for teachers' salaries, enrollment growth, higher demand for English as a Second Language and other specialized programs and student loans.
- Social services expense was \$4 billion in 2010/2011, an increase of \$208 million from 2009/2010 and \$112 million from the budget estimate. The increase from 2009/2010 was due mainly to increased caseloads and costs in Assured Income for the Severely Handicapped, programs for children and seniors, income supports, health benefits and child care.
- Albertans and Alberta businesses continue to pay the lowest overall taxes in Canada.
- Alberta's economy grew by 3.8 per cent in 2010.

## **Government Websites Teach Children and Youth How to Safely Surf the Web**

Safer Internet Day was marked on February 9, 2010, to promote safer and more responsible use of online technology, especially among children and youth. The Internet is a powerful resource, providing instant access to a vast amount of information and allowing people to connect around the globe. The Internet also has potential dangers for children and youth who may be targeted by online predators. The Alberta government has the following websites to educate children and youth of all ages and their parents or caregivers about the dangers they may face online and how to navigate the Internet more safely:

- [www.badguypatrol.ca](http://www.badguypatrol.ca) is an interactive website for children aged five to 10. The site offers younger kids critical Internet safety skills through a series of fun games. A cast of animal friends teaches the importance of protecting personal information and that people they meet online may not always be who they say they are. A section for adults provides additional tips on how to keep kids safe.
- [www.weron2u.ca](http://www.weron2u.ca) is a peer-to-peer website for teens that includes information about changing technology, predator tactics, real-life stories and tips about how teens can keep themselves safe.
- [www.child.alberta.ca](http://www.child.alberta.ca) includes information for families about staying safe online, including a family contract that defines clear guidelines for Internet use and encourages discussions between parents and their children about Internet safety and how to establish boundaries for safe Internet use.

## **Families to Benefit from Expansion of Positive Parenting Program**

On February 12, 2010, the Alberta government announced it had expanded the Positive Parenting Program (Triple P) across the province, giving parents greater access to a program proven to help build stronger families. Based on 30 years of research, Triple P is designed to assist families with flexible, timely support when they need it most.

The program offers parents advice and resources tailored to their unique needs to handle common issues and more complex situations that can result when caring for children. Services range from offering general information or guidance, tip sheets, parenting advice and workshops to offer more advanced support to help parents experiencing significant behavioural issues with their children. Triple P is offered at Parent Link Centres free of charge.

In 2010/2011, the Alberta government invested \$1 million in Safe Communities funding to support the continued expansion of Triple P, which included additional training for Parent Link Centre staff across the province. To learn more about Triple P, visit [www.triplep.net](http://www.triplep.net) or go to a Parent Link Centre nearest to your community. Parent Link Centre locations can be found at [www.parentlinkalberta.ca](http://www.parentlinkalberta.ca).

## **Government Strengthening Child Intervention System**

On October 15, 2010, the Government of Alberta announced it had accepted 10 recommendations made by a panel of specialists from across the country asked to examine Alberta's child intervention system and to bring forward leading practices and ways the system can be strengthened to support at-risk children, youth and families.

Based on the review findings, improvements to the child intervention system included:

- Creating a senior Aboriginal leadership position at the Assistant Deputy Minister level to bring an Aboriginal perspective to child intervention policy and practice;
- Increasing input from the Aboriginal community in the development and delivery of culturally-appropriate services and building the capacity of Aboriginal-led service providers;
- Clarifying roles and responsibilities for Aboriginal service delivery between provincial, federal and First Nations partners;
- Establishing a Child and Family Service Quality Council to provide external oversight of the child intervention system and publicly report on findings related to systemic matters;
- Ensuring more consistent evaluation of service quality across the province;
- Continuing implementation of an outcomes-based performance management system;
- Improving co-ordination between government ministries and service providers; and
- Better supporting staff in implementing system improvements.

Government evaluated the panel's recommendations based on the potential for improved outcomes for children and youth, effective allocation of resources and the ability to enhance accountability and transparency. Work has begun to implement the accepted recommendations. In August, an additional investment of \$72 million was allocated for Children and Youth Services, including \$40 million for child intervention services. The complete report and recommendations and the government's response, are available at [www.child.alberta.ca/cisreview](http://www.child.alberta.ca/cisreview).

### **Premier Celebrates Accomplishments of Alberta's Great Kids**

On October 16, 2010, 16 of Alberta's outstanding children and youth were honoured for their positive contributions to their families, schools and communities by Premier Ed Stelmach and the Honourable Yvonne Fritz, Minister of Children and Youth Services, during the 11th annual Great Kids Awards. Albertans nominated more than 160 children and youth from across the province for the award. The Alberta government recognizes young Albertans for their exceptional contributions to their communities through activities such as volunteering and fundraising. Nominations for the Great Kids Awards are open for Albertans between the ages of five and 18 who have displayed generosity, leadership and kindness. Recipients were chosen by a selection committee composed of community members and government staff.

### **Albertans Encouraged to Stand Up and Stop Bullying**

During National Bullying Awareness Week, November 14 to 20, 2010, Albertans were encouraged to learn more about how they can join others to help prevent bullying in their schools and communities. Events across the province were held to promote bullying prevention, including presentations for educators, students and community members. Numerous websites, such as [www.bullyfreealberta.ca](http://www.bullyfreealberta.ca), [www.b-free.ca](http://www.b-free.ca) and [www.teamheroes.ca](http://www.teamheroes.ca), provide prevention strategies, fact sheets, information about homophobic bullying, cyber bullying and Internet safety, as well as links to other interactive websites that help children and youth learn about bullying and how to stop it. Albertans who want more information about bullying prevention and what they can do to make a positive difference in their communities are encouraged to call the toll-free Bullying Helpline (1-888-456-2323), which is available 24-hours a day, seven days a week, in more than 170 languages.

## **Alberta Supports Website and Contact Centre Provides One-stop Access to Information About Social Programs**

On December 15, 2010, the Alberta government announced that for the first time, Albertans can access information about provincial social-based assistance by visiting a single website at [www.albertasupports.ca](http://www.albertasupports.ca) or calling one phone number (1-877-644-9992 toll free, or 780-644-9992 in Edmonton). “Alberta government programs help thousands of Albertans each year,” said Heather Klimchuk, Minister of Service Alberta. “Alberta Supports takes the guesswork out of the process by providing Albertans a single window to the support they need.” Albertans can also get help determining their potential eligibility for programs and obtaining referral information for services related to: career and training; income support; disabilities; seniors; homelessness; abuse and bullying; children and youth; and making life decisions, such as personal directives.

Service provided by the website and contact centre will evolve over time, eventually helping Albertans complete applications and schedule appointments online or over the phone. In-person services remain available, and pilot projects in several locations around the province are exploring approaches to delivering in-person services more effectively.

### 3. Program Highlights

- ♦ As of December 31, 2010, a total of 319 municipalities and Métis Settlements, organized within 204 programs, were providing FCSS services throughout Alberta. There were 34 multi-municipal partnerships; another 162 municipalities and eight Métis Settlements operated single programs. 99 per cent of the province's population reside in communities served by FCSS programs.
- ♦ In 2010, two summer villages signed agreements to join FCSS as single programs and the Town of Devon (previously a participating municipality under Leduc County) became a single program (Fig. 1). One municipality joined FCSS as a participating community in a multi-municipal program (Fig. 2).
- ♦ Other changes reflected in 2010 include the Villages of Delia, Morrin and Munson (previously single programs) forming a multi-municipal program with Starland County as the unit authority; the dissolutions of the Village of Kinuso (absorbed by Municipal District of Big Lakes) and the Village of Thorhild (absorbed by the County of Thorhild No. 7); and the Town of Strathmore replacing Wheatland County as the unit authority for Wheatland and District FCSS.
- ♦ See Appendix A, "Programs and Program Contacts" for a complete list of municipalities and Métis Settlements participating in FCSS during 2010. The list includes a contact name for each local program and the total population served.

S.V. OF BIRCH COVE	
S.V. OF WEST COVE	
TOWN OF DEVON	
<b>Total:</b>	<b>3</b>

**Figure 1: New Single Municipality Program**

<b>Program</b>	<b>New Participating Municipality</b>
Two Hills	VILLAGE OF WILLINGDON
<b>Total:</b>	<b>1</b>

**Figure 2: New Municipality Participating in a Multi-Municipality Program**

## ***4. Funding Highlights***

- ◆ For the 2010/2011 fiscal year, the provincial FCSS budget was \$75.7 million. This amount was maintained from the previous fiscal year (2009/2010) in recognition of the role that FCSS plays in helping communities identify and address preventive social service needs. Since 1999/2000, funding for FCSS has more than doubled (funding for 1999/2000 was \$36.3 million).
- ◆ The total grant allocation for the FCSS program in 2010/2011 was \$93.5 million, with the province contributing \$74.8 million (80 per cent) and participating municipalities and Métis Settlements contributing a minimum \$18.7 million (20 per cent).
- ◆ Of the 204 reconciled Annual FCSS Program Reports, 55 programs fully expended their 80/20 funding and 120 programs reported municipal over contributions. Another 29 programs had unexpended dollars.
- ◆ Expenditures reported in 2010 totalled \$113,928,797. Of this amount, \$52,437,994, or 46 per cent, was within categories for children, youth and families, i.e., Category A and Category B. This amount represents a four per cent increase from the previous year.

## ***5. Reconciliation of Funding Agreements***

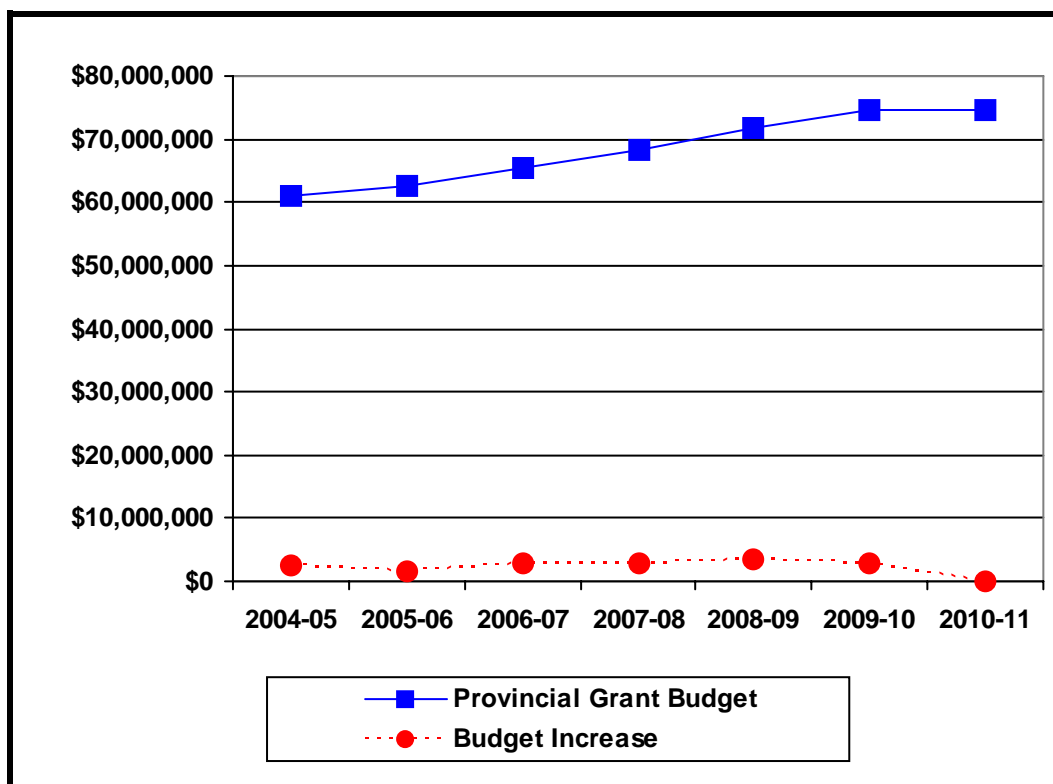
As of October 31, 2011, each of the 196 Annual FCSS Program Reports submitted by municipalities (based on calendar year reporting ending December 31, 2010) and the eight reports submitted by participating Métis Settlements (based on fiscal year reporting ending March 31, 2011), have been reviewed and reconciled by ministry staff. Data reported in this overview report is based on the 204 reconciled programs.

### **Grant Transfers**

In 2010, 52 local FCSS programs elected to transfer all or a portion of their FCSS grants to other programs located outside their boundaries for the delivery of services within their communities. Grant transfers totalled \$3,052,701. In the Annual FCSS Program Reports, these grant transfers are reported in section one (statement of revenue and expenditures) by the program receiving the funds and in section two (projects and services report) by the program transferring the funds.

## 6. Provincial FCSS Grant Budget

Provincial FCSS grant budget amounts for the fiscal years 2004/2005 to 2010/2011 are shown below as well as the amount of budget increase for each year (Fig. 3).



**Figure 3: Provincial FCSS Grant Budget and Budget Increase by Year**

Year*	Provincial Grant Budget	Amount of Increase
2004-05	\$61,049,835	\$2,450,835
2005-06	\$62,520,000	\$1,470,165
2006-07	\$65,434,000	\$2,914,000
2007-08	\$68,293,000	\$2,859,000
2008-09	\$71,860,000	\$3,567,000
2009-10	\$74,769,500	\$2,909,500
2010-11	\$74,776,800	\$7,300

*\*Note: "Provincial Grant Budget" and "Amount of Increase" figures shown above have been restated for the fiscal years 2004/2005 to 2006/2007. Revised amounts reflect actual figures recorded within ministry accounts specific to municipal/Métis Settlement FCSS grants. Previously reported figures combined the municipal/Métis Settlement grant budget with funding for other FCSS initiatives.*

## 7. Revenue Sources and Expenditures

The total revenue sources and expenditures are identified for each FCSS region (Fig. 4). Revenues include provincial funds (80 per cent), required municipal contributions (20 per cent), over contributions and other sources. Provincial funding and municipal contributions reported include grant transfers. In 2010, the FCSS partnership generated an additional \$38.9 million to the provincial grant. Revenues shown below do not add up to total expenditures because surpluses recorded by some programs are not included. The number of local FCSS programs with over contributions and other sources of revenues are shown below for each region (Fig. 5).

Note: The 204 local programs (representing 319 municipalities and Métis Settlements) are divided into eight FCSS Regions. Due to rounding off of amounts, there may be slight discrepancies in totals.

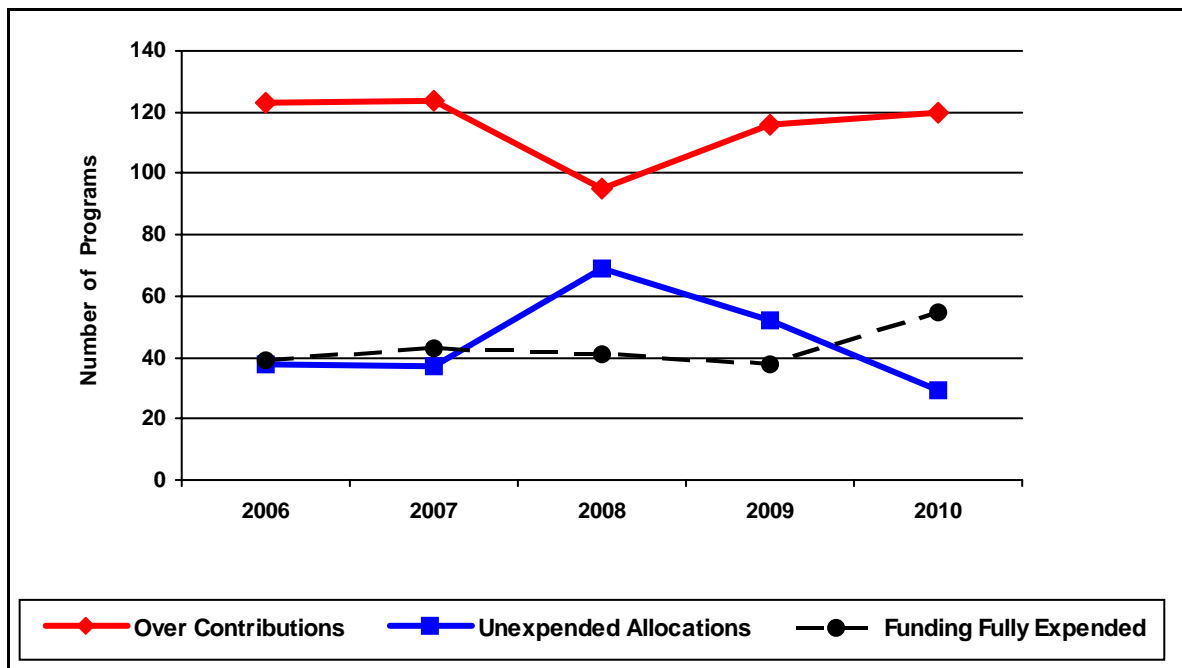
FCSS Region	Provincial Funding	Municipal Contribution	Over Contribution	Other Revenues	Total Expenditures
Northwest	\$3,926,756	\$858,323	\$1,472,389	\$915,600	\$7,286,061
Northeast	\$4,493,340	\$1,122,808	\$1,328,713	\$875,962	\$7,821,323
Yellowhead	\$1,152,425	\$288,106	\$294,528	\$259,449	\$1,994,508
Edmonton/Evergreen	\$23,081,209	\$5,770,302	\$7,574,480	\$2,093,012	\$38,519,003
West Central	\$6,035,035	\$1,498,739	\$97,184	\$418,102	\$8,059,060
East Central	\$3,637,227	\$893,664	\$628,343	\$352,868	\$5,527,674
Calgary/Bow River	\$26,493,045	\$6,619,396	\$2,958,403	\$525,755	\$36,600,599
South	\$6,033,185	\$1,508,370	\$289,015	\$289,995	\$8,120,565
<b>Total:</b>	<b>\$74,852,221</b>	<b>\$18,559,709</b>	<b>\$14,643,056</b>	<b>\$5,730,742</b>	<b>\$113,928,793</b>

**Figure 4: Revenue Sources and Total Expenditures by FCSS Region**

FCSS Region	# Over Contributions	# Other Sources of Revenue	Total # Programs in Region
Northwest	26	15	36
Northeast	16	15	37
Yellowhead	7	4	7
Edmonton/Evergreen	16	15	21
West Central	14	13	24
East Central	20	16	40
Calgary/Bow River	13	13	23
South	8	8	16
<b>Total:</b>	<b>120</b>	<b>99</b>	<b>204</b>

**Figure 5: Programs with Over Contributions and Other Sources of Revenue by FCSS Region**

In the year 2010, 55 local FCSS programs fully expended their 80/20 funding and 120 programs reported municipal over contributions. Another 29 programs had unexpended dollars. All 204 Annual FCSS Program Reports have been reviewed and reconciled by ministry staff. The total number of programs with over contributions, unexpended allocations and fully expended funding for the calendar year 2010 is compared to prior years in Figure 6a and summarized in the table below.



**Figure 6a: Number of Programs with Over Contributions, Unexpended Allocations and Funding Fully Expended by Year**

Year	Number of Programs				Total
	Over Contributions	Unexpended Allocations	Expended Full Funding	Incomplete Reporting	
2006	123	38	39	0	200
	61.5%	19.0%	19.5%	0.0%	
2007	124	37	43	0	204
	60.8%	18.1%	21.1%	0.0%	
2008	95	69	41	0	205
	46.3%	33.7%	20.0%	0.0%	
2009	116	52	38	0	206
	56.3%	25.2%	18.4%	0.0%	
2010	120	29	55	0	204
	58.8%	14.2%	27.0%	0.0%	

The total amount of unexpended allocations and over contributions for the calendar year 2010 is compared to prior years in Figure 6b and summarized in the table below.

Note: The decrease in over contributions and increase in unexpended allocations noted in Figure 6a and Figure 6b in 2008 is attributable in part to a \$1.6 million supplemental grant disbursed by the ministry in February 2008 that did not require matching funding. This one-time funding was provided to raise local base budgets to a level matching the provincial rate of FCSS grant increases between 2002/2003 and 2007/2008, i.e., 16 per cent.

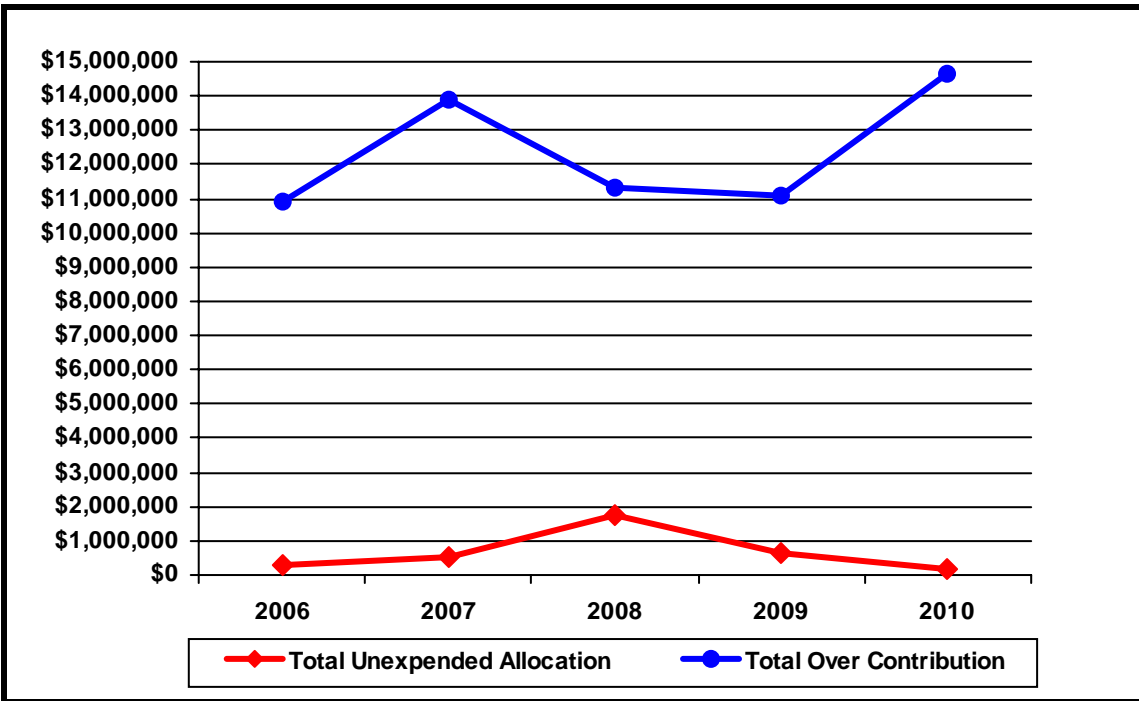


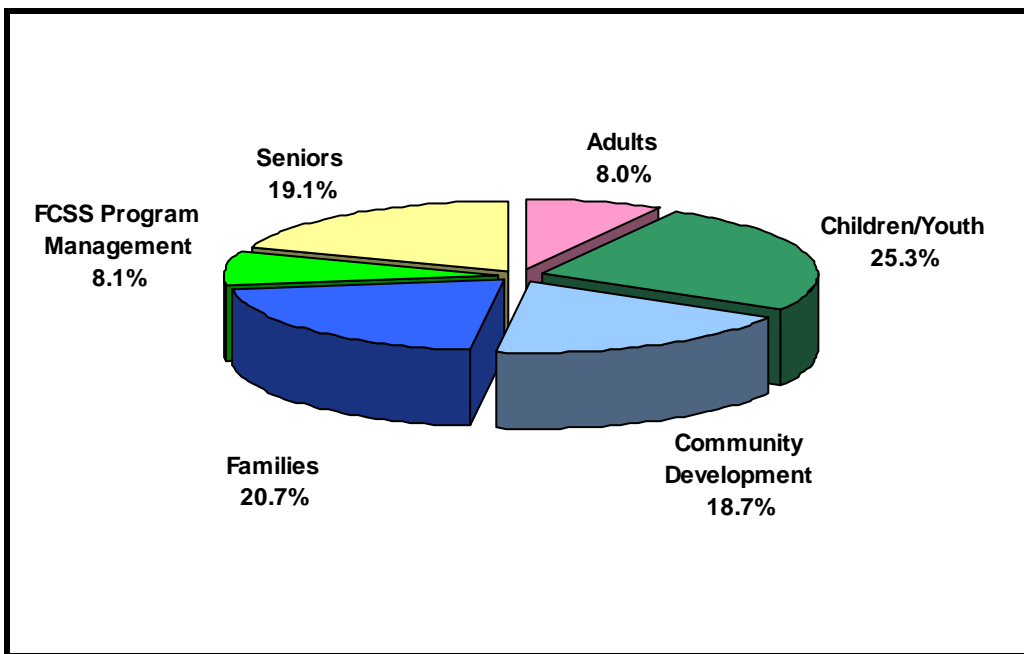
Figure 6b: Total Amount of Unexpended Allocations and Over Contributions by Year

Year	Total Unexpended Allocations	Number of Programs	Total Over Contributions	Number of Programs
2006	\$314,814	38	\$10,893,984	123
2007	\$539,399	37	\$13,879,866	124
2008	\$1,765,052	69	\$11,313,191	95
2009	\$664,470	52	\$11,087,881	116
2010	\$185,945	29	\$14,643,056	120

## 8. Projects and Services Categories

A total of 3,729 projects and services were reported by local FCSS programs during the year. The duration of the projects varied from one day to the full year.

The following chart shows the percentage distribution of expenditures within the projects and services categories (Fig. 7). Actual expenditures in each service category are shown in the table below.

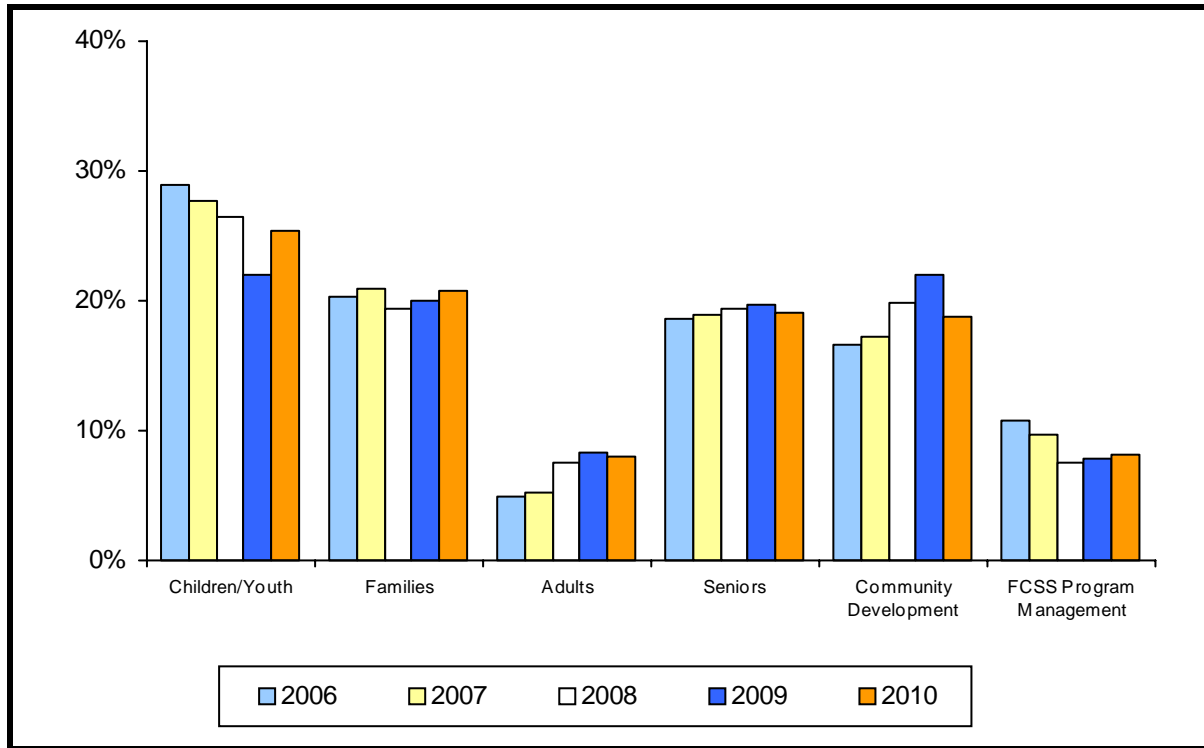


**Figure 7: Percent Expenditures in Projects and Services Categories**

Note: FCSS Program Management includes direct program support, i.e., program planning, development, supervision, etc.

Project Categories	Expenditures
Children/Youth	\$28,847,272
Families	\$23,590,722
Adults	\$9,107,443
Seniors	\$21,781,367
Community Development	\$21,335,473
FCSS Program Management	\$9,266,520
<b>TOTAL:</b>	<b>\$113,928,797</b>

The percentage breakdown of expenditures in projects and services categories for the calendar year 2010 is compared to prior years (Fig. 8). Actual expenditure amounts are shown in the table below.



**Figure 8: Percent Expenditures in Projects and Services Categories by Year**

	Children/ Youth	Families	Adults	Seniors	Community Development	FCSS Program Management	Total
<b>2006</b>	\$28,305,893 29.0%	\$19,810,585 20.3%	\$4,798,684 4.9%	\$18,131,399 18.6%	\$16,184,936 16.6%	\$10,489,454 10.7%	\$97,720,951 100.0%
<b>2007</b>	\$28,509,210 27.7%	\$21,570,031 21.0%	\$5,447,875 5.3%	\$19,497,729 19.0%	\$17,695,085 17.2%	\$10,034,153 9.8%	\$102,754,083 100.0%
<b>2008</b>	\$28,319,056 26.4%	\$20,726,909 19.3%	\$8,002,047 7.5%	\$20,734,876 19.4%	\$21,277,285 19.9%	\$8,065,310 7.5%	\$107,125,482 100.0%
<b>2009</b>	\$24,578,220 22.1%	\$22,319,448 20.0%	\$9,319,699 8.4%	\$21,909,856 19.7%	\$24,533,352 22.0%	\$8,675,661 7.8%	\$111,336,235 100.0%
<b>2010</b>	\$28,847,272 25.3%	\$23,590,722 20.7%	\$9,107,443 8.0%	\$21,781,367 19.1%	\$21,335,473 18.7%	\$9,266,520 8.1%	\$113,928,797 100.0%

The percent distribution of total expenditures towards various service categories for each FCSS region is shown (Fig. 9). Actual expenditure amounts are included in the table below. Due to rounding off of amounts, there may be slight discrepancies in totals.

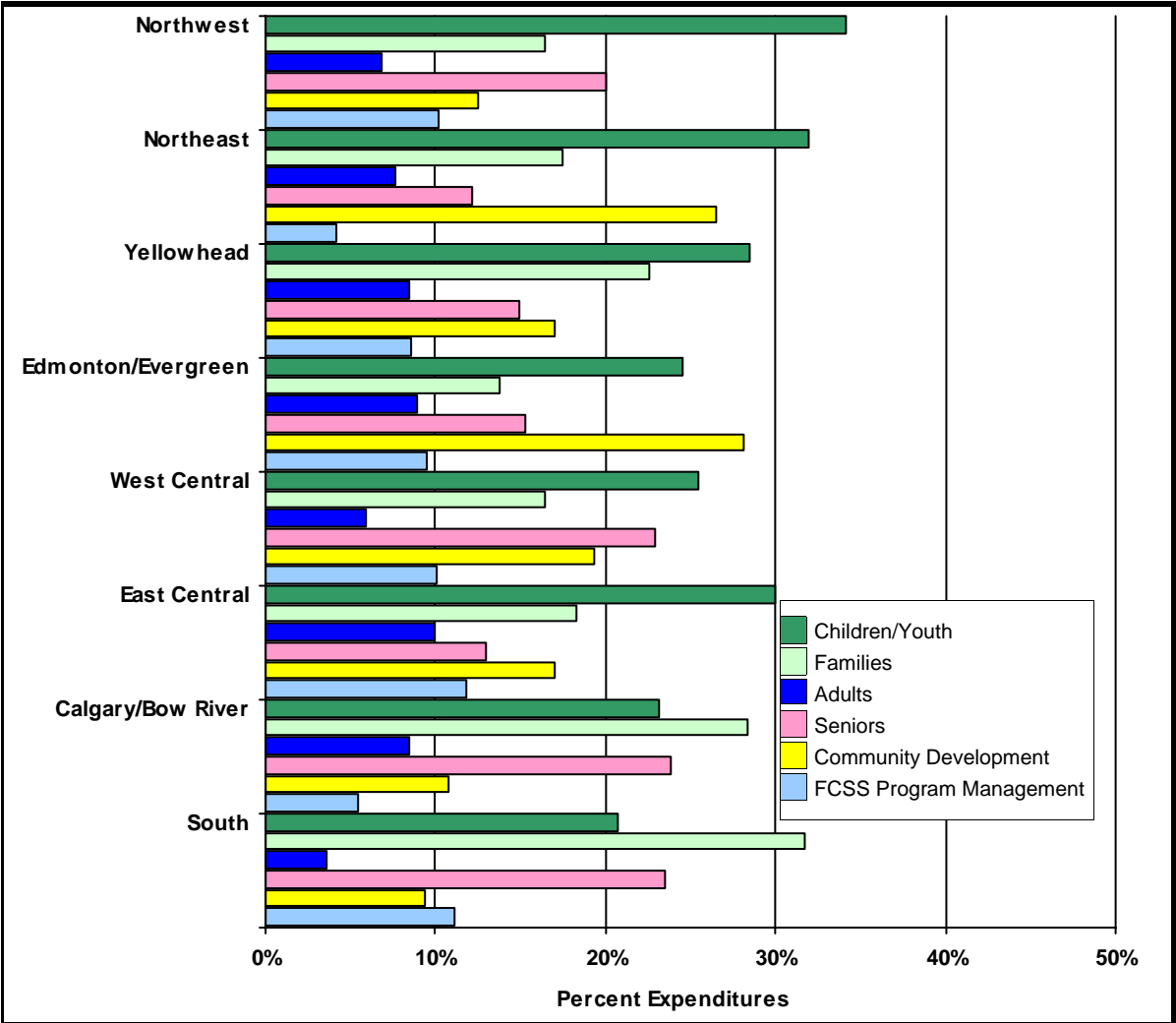


Figure 9: Percent Expenditures in Projects and Services Categories by FCSS Region

	Children/ Youth	Families	Adults	Seniors	Community Development	FCSS Program Management	Total
Northwest	\$2,487,524	\$1,193,408	\$499,271	\$1,456,887	\$909,078	\$739,893	\$7,286,062
Northeast	\$2,502,181	\$1,370,636	\$599,152	\$954,384	\$2,073,195	\$321,776	\$7,821,324
Yellowhead	\$568,747	\$451,062	\$168,055	\$298,071	\$338,372	\$170,201	\$1,994,508
Edmonton/Evergreen	\$9,445,002	\$5,297,485	\$3,443,313	\$5,863,531	\$10,812,867	\$3,656,806	\$38,519,004
West Central	\$2,047,774	\$1,324,878	\$471,744	\$1,844,979	\$1,555,554	\$814,131	\$8,059,060
East Central	\$1,657,445	\$1,012,527	\$547,605	\$716,623	\$940,489	\$652,985	\$5,527,675
Calgary/Bow River	\$8,454,480	\$10,364,600	\$3,089,639	\$8,739,079	\$3,940,931	\$2,011,869	\$36,600,599
South	\$1,684,118	\$2,576,126	\$288,663	\$1,907,812	\$764,986	\$898,859	\$8,120,564
	\$28,847,272	\$23,590,722	\$9,107,443	\$21,781,367	\$21,335,473	\$9,266,520	\$113,928,797

The distribution of total expenditures in each of the projects and services categories by FCSS region is shown in Figures 10a to 10f.

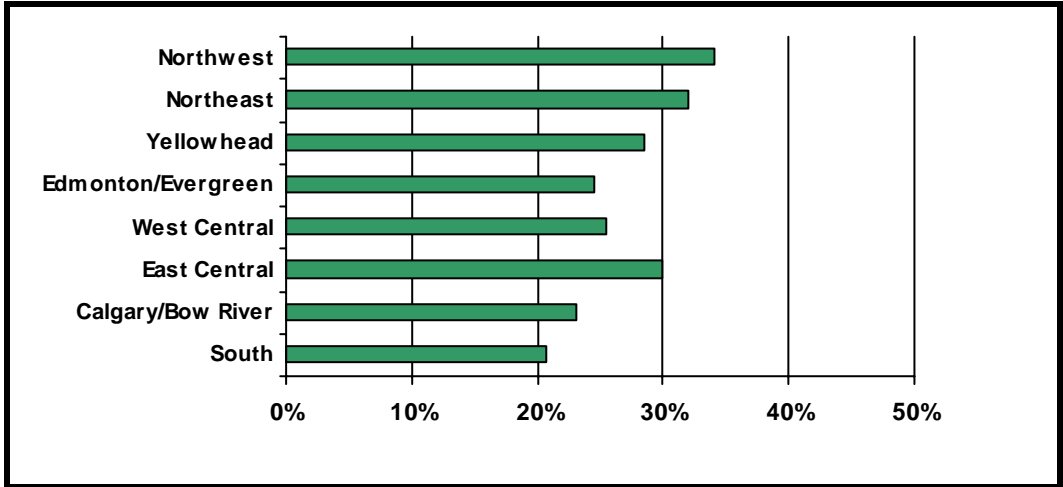


Figure 10a. Percent Expenditures to Children and Youth by FCSS Region

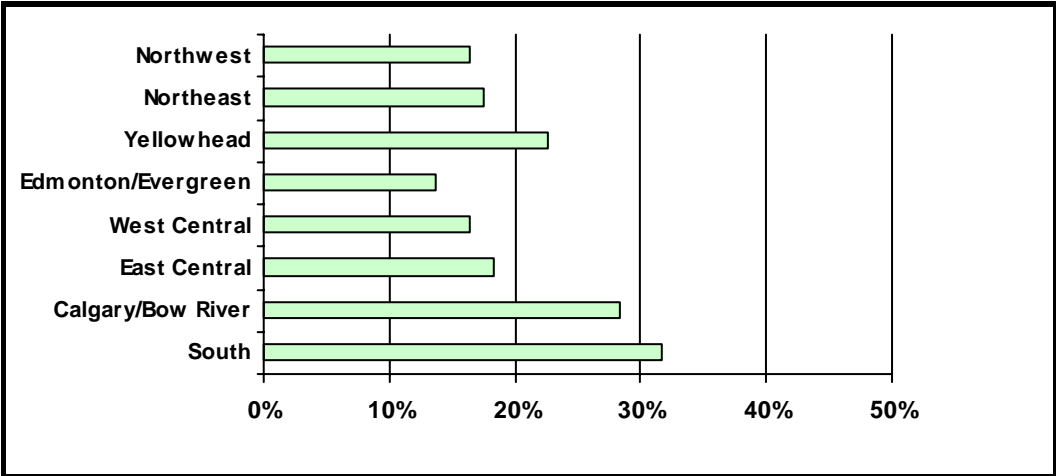


Figure 10b. Percent Expenditures to Families by FCSS Region

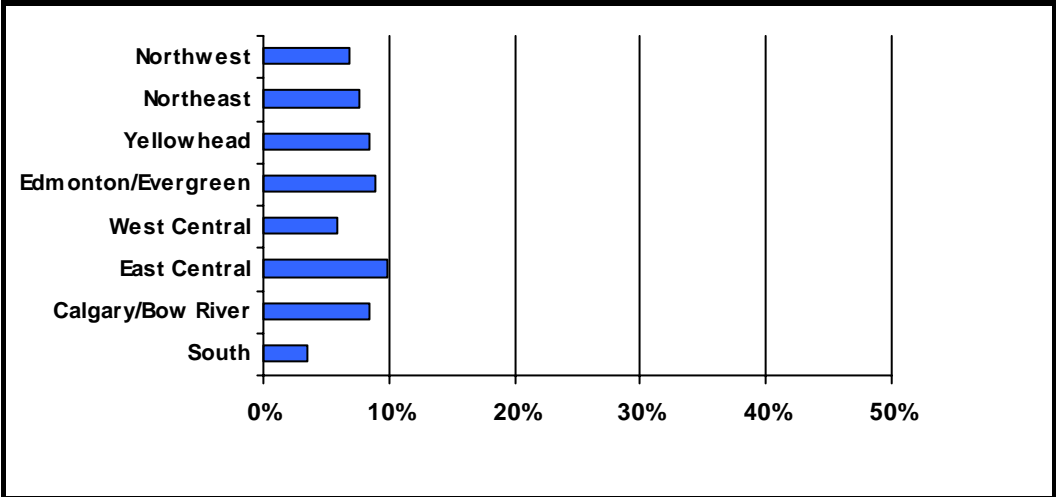
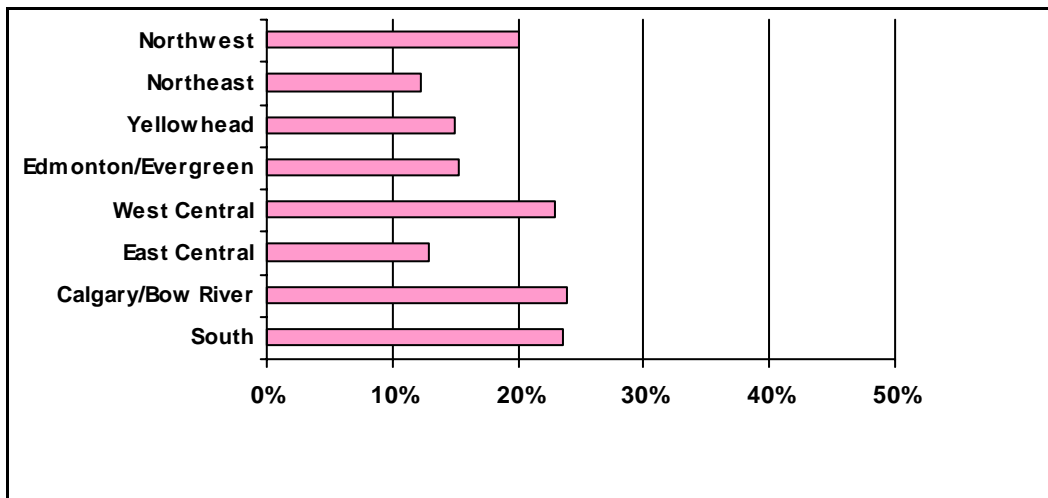
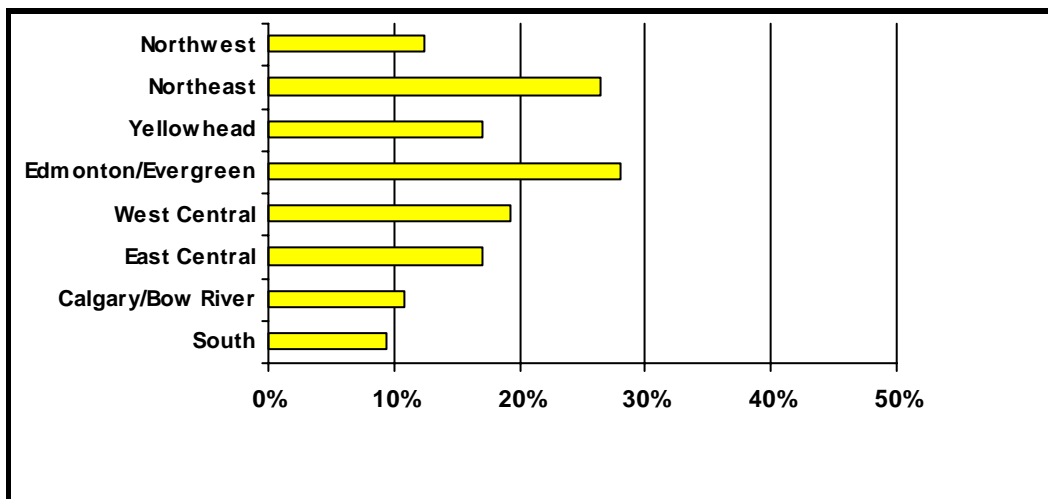


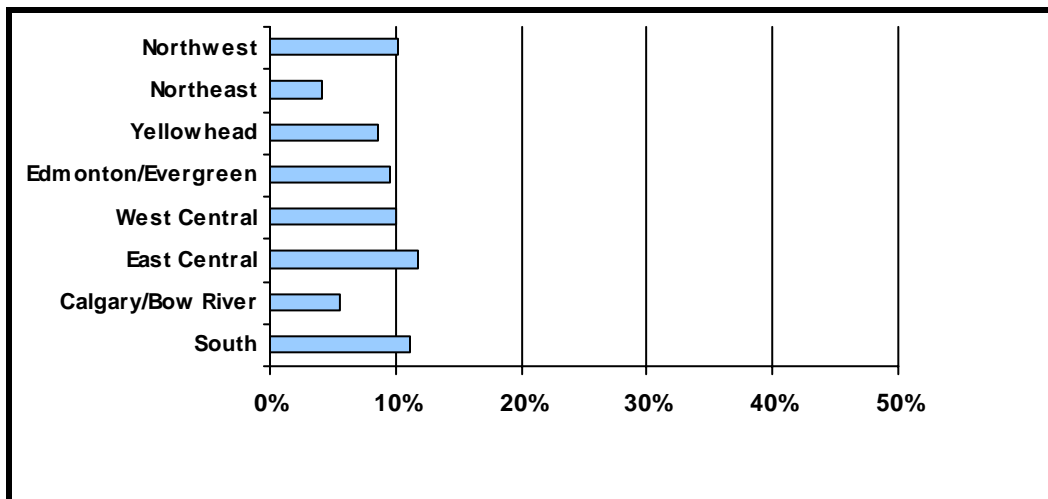
Figure 10c. Percent Expenditures to Adults by FCSS Region



**10d. Percent Expenditures to Seniors by FCSS Region**



**10e. Percent Expenditures to Community Development by FCSS Region**



**10f. Percent Expenditures to FCSS Program Management by FCSS Region**

Note: The Annual FCSS Program Report category used to identify grant transfers between municipalities is not represented in graphical format. Expenditures are counted in receiving program Annual Reports (and excluded from the transferring program Annual Reports) to prevent double counting of figures.

FCSS Program Management includes direct program support, i.e., program planning, development, supervision, etc.

Of the 204 local FCSS programs reporting for 2010, the number of programs with funding to the six projects and services categories for each FCSS region and the total across the province is shown below (Fig. 11). For comparison purposes, the total number of programs in each region is also shown. Due to rounding off of amounts, there may be slight discrepancies in totals.

Region	Children/ Youth	Families	Adults	Seniors	Comm. Devel.	FCSS Program Management	Total # Programs in Region
<b>Northwest</b>	\$2,487,524 33	\$1,193,408 28	\$499,271 21	\$1,456,887 26	\$909,078 26	\$739,893 28	36
<b>Northeast</b>	\$2,502,181 21	\$1,370,636 21	\$599,152 19	\$954,384 23	\$2,073,195 18	\$321,776 18	37
<b>Yellowhead</b>	\$568,747 7	\$451,062 7	\$168,055 7	\$298,071 7	\$338,372 7	\$170,201 7	7
<b>Edmonton/Evergreen</b>	\$9,445,002 20	\$5,297,485 20	\$3,443,313 20	\$5,863,531 20	\$10,812,867 20	\$3,656,806 20	21
<b>West Central</b>	\$2,047,774 22	\$1,324,878 22	\$471,744 21	\$1,844,979 22	\$1,555,554 21	\$814,131 22	24
<b>East Central</b>	\$1,657,445 36	\$1,012,527 35	\$547,605 28	\$716,623 33	\$940,489 31	\$652,985 34	40
<b>Calgary/Bow River</b>	\$8,454,480 21	\$10,364,600 20	\$3,089,639 19	\$8,739,079 20	\$3,940,931 22	\$2,011,869 21	23
<b>South</b>	\$1,684,118 14	\$2,576,126 12	\$288,663 10	\$1,907,812 13	\$764,986 13	\$898,859 14	16
<b>Totals:</b>	\$28,847,272 174	\$23,590,722 165	\$9,107,443 145	\$21,781,367 164	\$21,335,473 158	\$9,266,520 164	\$113,928,797 204

**Figure 11: Number of Programs with Funding to Projects and Services Categories by FCSS Region**

Note: FCSS Program Management includes direct program support, i.e., program planning, development, supervision, etc.

## 9. Project Types

Frequent requests for information are received about the kinds of projects that are funded through FCSS. In an effort to respond to these requests, two levels of coding, Project Type Level I and Project Type Level II, have been created in the FCSS Annual Report database to group projects and services.

The groupings under Project Type Level I focus on the general type of service that is being provided, for example, counselling or information and referral. Also, under Level I, services for children and youth are further divided into specific age groupings. Project Type Level II is more specific than Level I and identifies projects by the common name of the activity or the context, e.g., location, in which the service is being provided.

Figure 12 shows expenditures for the year 2010 sorted by Project Type Level I.

<b>Project Type</b>	<b>Total Funding</b>	<b># of Programs (out of 204)</b>
Early Child Development/Support (0-6)	\$5,069,879	122
Pre-Adolescent Development/Support (7- 12)	\$3,107,685	107
Youth Development/Support (13-17)	\$6,952,617	120
Child Development/Support (0-17)	\$16,366,788	164
Counselling	\$11,403,353	73
Information/Referral/Public Information	\$5,756,960	130
Outreach	\$28,530,033	161
Community Planning/Development	\$19,187,129	148
Volunteers	\$4,975,302	132
Transportation	\$134,276	15
Workshops, Conferences, Conventions	\$935,882	75
Training, Seminars, Courses	\$1,129,619	72
Program Administration	\$10,379,274	165
<b>Total:</b>	<b>\$113,928,797</b>	

**Figure 12: Selected Project Types Level I**

Note: Only certain types of transportation services are eligible for FCSS funding. Reference page 5-27 of the *FCSS Program Handbook* (FCSS Program Advice Inventory Listing section) for additional information.

Figure 13 shows a selection of Project Type Level II categories for the year 2010 where total expenditures exceed \$1,000,000.

<b>Project Type</b>	<b>Total Funding</b>	<b># of Programs (out of 204)</b>
Early Intervention Projects	\$21,125,280	131
Home Support, Home Help, Handiman, etc.	\$10,376,621	78
Short-Term Crisis Intervention and Support	\$8,943,510	66
Parenting/Family Life Education and Development Programs	\$7,965,406	133
Seniors - Assistance/Self-Help Programs	\$7,099,750	139
Studies, Research, Surveys, Community Assessment	\$4,549,717	68
Community Centres - Drop In Centres, Family Centres, Youth Centres, Distress Centres, etc.	\$3,600,088	45
Cross Cultural, Immigrant, Newcomer Support	\$3,529,273	35
Prevention of Family Violence	\$3,047,761	50
Family School Liaison Worker/Program	\$2,795,669	60
Boys and Girls Clubs	\$2,708,004	28
Life Skills Programs, Self-Esteem (e.g., QUEST)	\$2,227,888	97
Seniors Socialization Activities	\$1,772,303	80
Volunteer Recruitment, Training, Development, and Placement Services, Registries, Centres	\$1,716,609	63
Aboriginal/Métis Programs, Services	\$1,631,129	16
Youth - Assistance/Self-Help Programs	\$1,486,624	42
Preschool Programs (Playgroup, Nursery School, etc.)	\$1,312,421	71
Leadership Training	\$1,196,705	52
News Letters, Bulletins, Advertising, Promotion, Directories, Fairs	\$1,185,887	90
Volunteer Support	\$1,163,887	50
Meals on Wheels, Wheels to Meals	\$1,144,927	35
Youth Socialization Activities	\$1,017,080	53
<b>Total:</b>	<b>\$91,596,540</b>	

**Figure 13: Project Types Level II with Expenditures Over \$1,000,000**

The five Project Type Level II categories with the highest expenditures for 2010 are compared to expenditure levels for prior years in Figure 14. The actual amounts are shown in the table below.

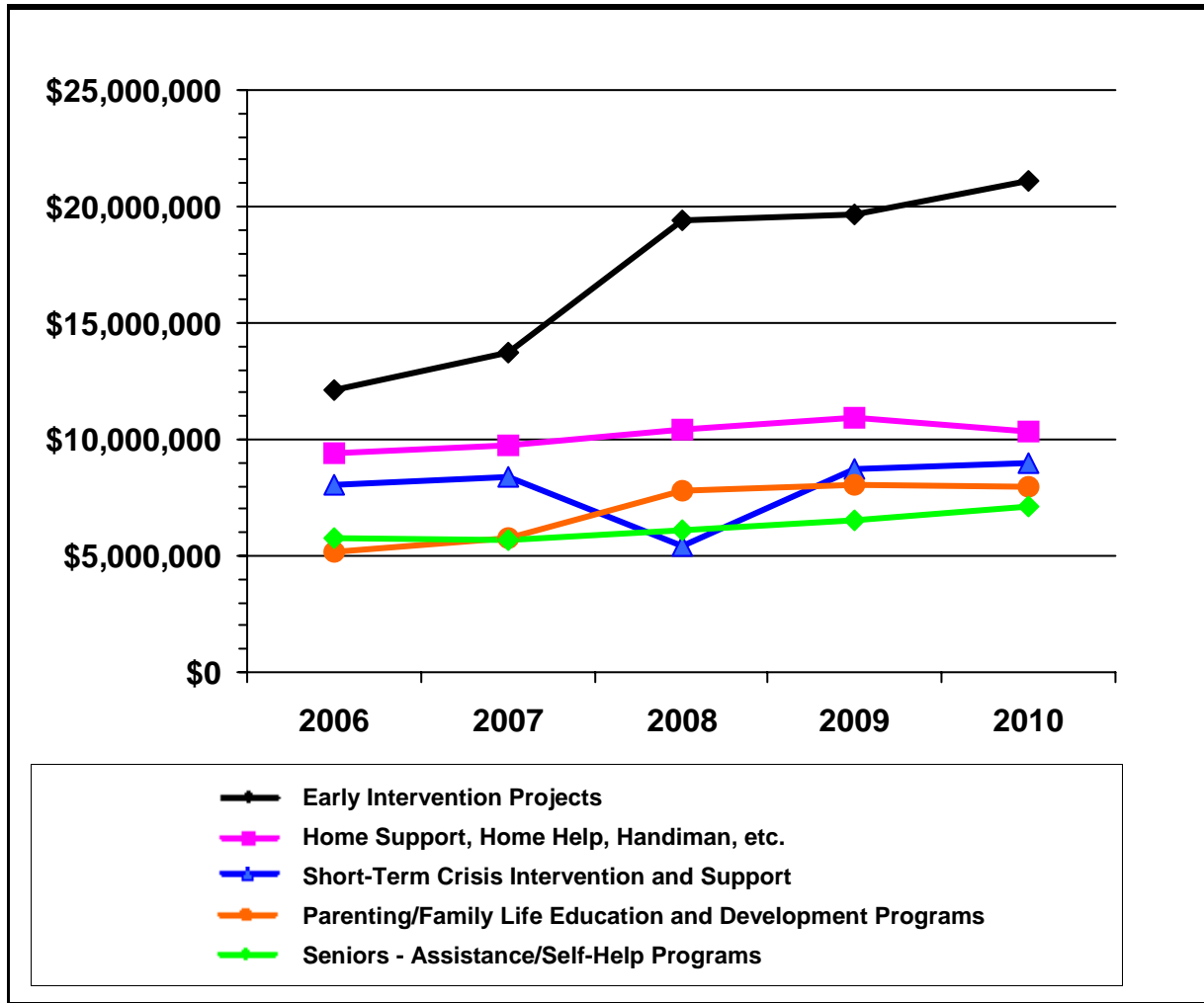


Figure 14: Project Types Level II by Year

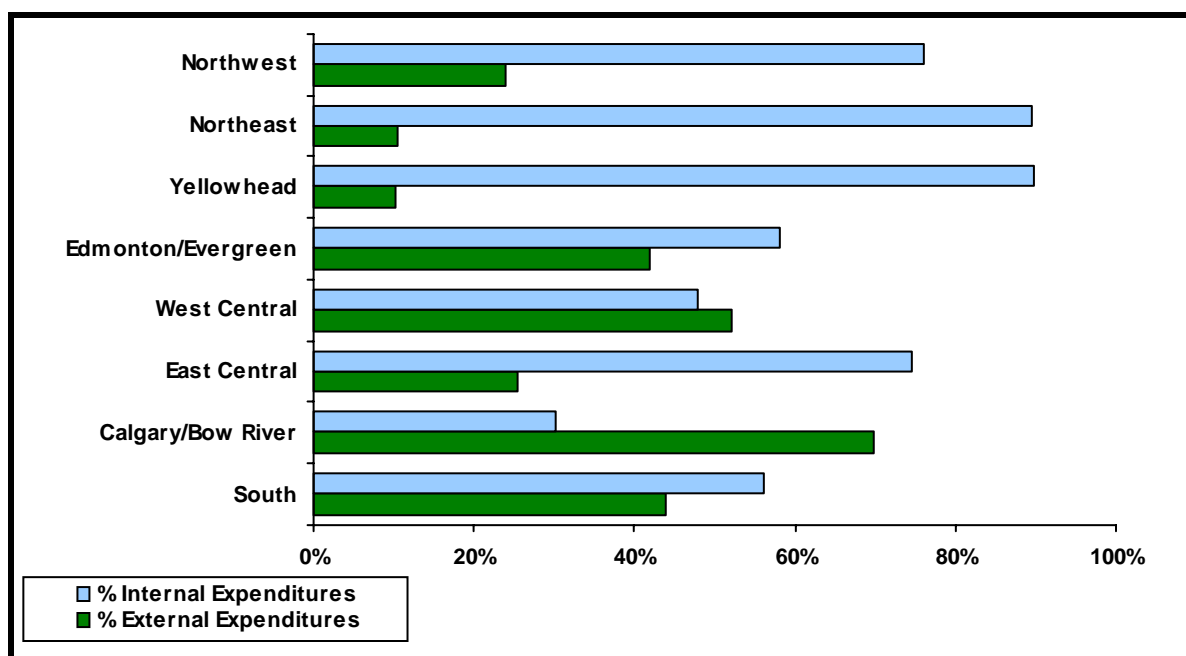
Project Type	2006	2007	2008	2009	2010
Early Intervention Projects	\$12,152,445	\$13,702,186	\$19,380,819	\$19,619,495	\$21,125,280
Home Support, Home Help, Handiman, etc.	\$9,422,562	\$9,727,669	\$10,444,236	\$10,931,226	\$10,376,621
Short-Term Crisis Intervention and Support	\$8,016,076	\$8,418,472	\$5,385,324	\$8,691,934	\$8,943,510
Parenting/Family Life Education and Development Programs	\$5,132,193	\$5,743,277	\$7,821,025	\$8,016,802	\$7,965,406
Seniors - Assistance/Self-Help Programs	\$5,780,327	\$5,704,860	\$6,093,076	\$6,487,023	\$7,099,750

The current status of data entry is reflected in this report and may differ from amounts reported in prior reports.

## 10. Service Delivery

Completed Annual FCSS Program Reports identify projects that are delivered internally and those that are delivered by external groups. This data may be used to report patterns and trends in service delivery over a period of time.

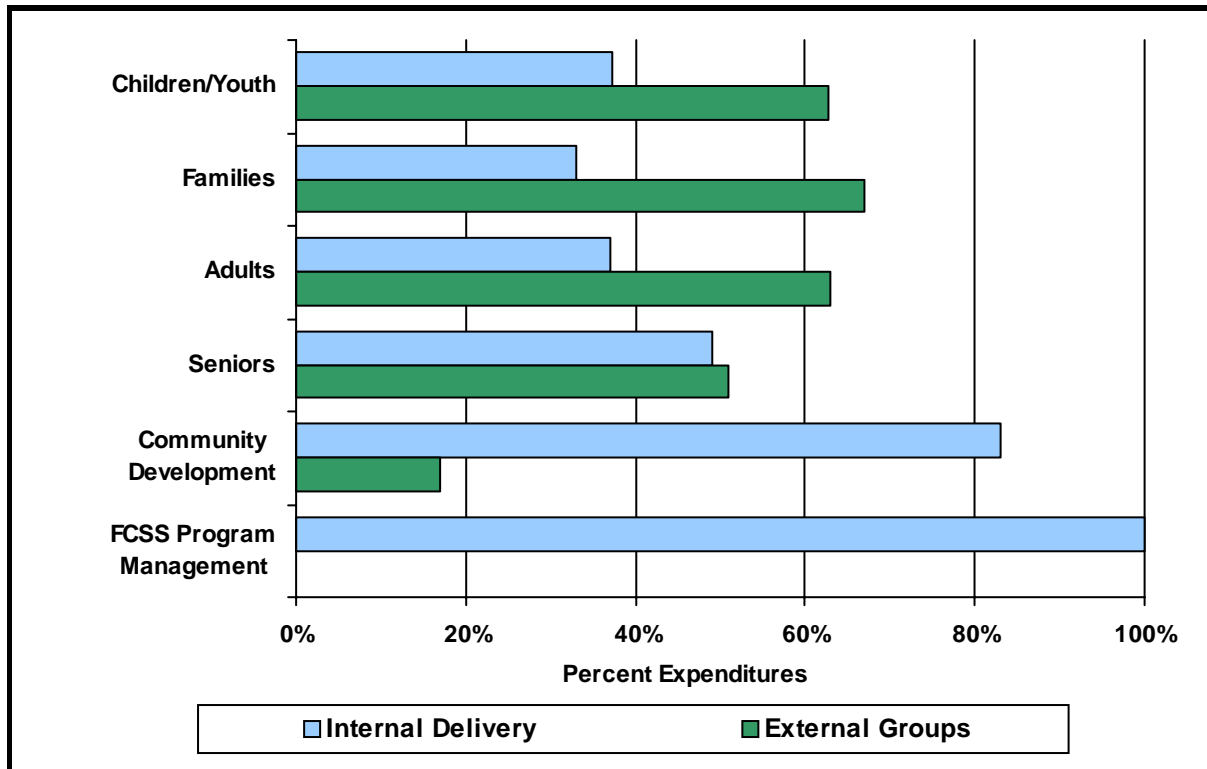
The distribution of expenditures by internal and external delivery modes for each FCSS region is shown below (Fig. 15). The actual expenditure amounts are reported in the table. Due to rounding off of amounts, there may be slight discrepancies in totals.



**Figure 15: Percent Internal Expenditures vs Grants to External Groups by FCSS Region**

FCSS Region	Internal Expenditures	% Internal Expend	Grants to External Groups	% External Expend	Total Expenditures
Northwest	\$5,538,051	76%	\$1,748,011	24%	\$7,286,062
Northeast	\$7,004,981	90%	\$816,343	10%	\$7,821,324
Yellowhead	\$1,790,177	90%	\$204,331	10%	\$1,994,508
Edmonton/Evergreen	\$22,422,861	58%	\$16,096,143	42%	\$38,519,004
West Central	\$3,859,979	48%	\$4,199,081	52%	\$8,059,060
East Central	\$4,120,712	75%	\$1,406,962	25%	\$5,527,675
Calgary/Bow River	\$11,003,856	30%	\$25,596,743	70%	\$36,600,599
South	\$4,561,370	56%	\$3,559,194	44%	\$8,120,564
<b>TOTAL:</b>	<b>\$60,301,987</b>	<b>53%</b>	<b>\$53,626,810</b>	<b>47%</b>	<b>\$113,928,797</b>

The percentage of expenditures for projects that are internally delivered compared to expenditures for projects that are delivered by external groups is shown for the various projects and services categories (Fig. 16). The actual expenditure amounts are shown in the table below. Due to rounding off of amounts, there may be slight discrepancies in totals.



**Figure 16: Percent Expenditures in Projects and Services Categories by Service Delivery Type**

Project Category	Internal Delivery	External Groups	Total
Children/Youth	\$10,739,526	\$18,107,745	\$28,847,272
Families	\$7,792,489	\$15,798,233	\$23,590,722
Adults	\$3,374,192	\$5,733,251	\$9,107,443
Seniors	\$10,695,261	\$11,086,106	\$21,781,367
Community Development	\$17,722,337	\$3,613,136	\$21,335,473
FCSS Program Management	\$9,266,520		\$9,266,520
	\$59,590,325	\$54,338,472	\$113,928,797

## ***11. Future Directions for the FCSS Annual Report Database***

This FCSS Annual Overview provides a selection of reports primarily based on data included in 2010 Annual FCSS Program Reports received from municipalities and 2010/2011 Annual FCSS Program Reports received from Métis Settlements. Where data is available, comparisons are made to prior year reporting. As successive years of data are entered into the system, additional reports are being produced to compare across a number of years. Over time, changes and trends in the program, such as the mode of service delivery, percentage of expenditures in service categories, types of projects and services and the numbers of unexpended dollars and over contributions may be tracked.

The database makes it possible to manipulate the information that is collected each year through Annual FCSS Program Reports in ways that are much more detailed than was possible in the past. However, like any database, the FCSS Annual Report database is only as good as the information that is entered into it. The ministry is committed to ensuring that the data is valid, meaningful and useful. The database continues to be a “work in progress” and as changes in FCSS occur or issues emerge the database will be modified to meet these needs.

Occasionally, additional information is requested from FCSS programs to increase the reporting potential of the database. Our goal is to continually improve information that can be made available to local programs, municipalities, Métis Settlements, regions and the province.

Comments and suggestions for the improvement of reports and the database design to ensure that it meets the needs of municipalities and Métis Settlements participating in the FCSS program are welcome. A list of provincial contacts is provided in Appendix B.

**FAMILY AND COMMUNITY SUPPORT SERVICES**  
***Programs and Program Contacts 2010***

**Appendix A**

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Airdrie</b>	Mr. Clay Aragon FCSS Coordinator Telephone # (403) 948-8800		<b>39,822</b>
<b>Alberta Beach</b>	Ms. Trista Court Recreation and FCSS Director Telephone # (780) 785-3411		<b>884</b>
<b>Alix</b>	Ms. Glenna Carlson Administrator Telephone # (403) 747-2031		<b>851</b>
<b>Amisk</b>	Ms. Kathy Ferguson Municipal Administrator Telephone # (780) 856-3980		<b>172</b>
<b>Andrew</b>	Ms. Donna Zabel Program Director Telephone # (780) 365-3885		<b>465</b>
<b>Athabasca</b>	Mr. Terry Smith Executive Director Telephone # (780) 675-2623	COUNTY OF ATHABASCA NO. 12 TOWN OF ATHABASCA VILLAGE OF BOYLE S.V. OF MEWATHA BEACH S.V. OF SUNSET BEACH S.V. OF WEST BAPTISTE	7,592 2,734 918 167 88 104
			<b>11,603</b>
<b>Banff</b>	Mr. Shawn Carr Acting Community Services Director Telephone # (403) 762-1251	TOWN OF BANFF I.D. NO. 9	8,721 938
			<b>9,659</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Barons-Eureka-Warner</b>	Mr. Greg Pratt Director Telephone # (403) 345-3000	TOWN OF COALDALE TOWN OF COALHURST TOWN OF MILK RIVER TOWN OF PICTURE BUTTE TOWN OF RAYMOND TOWN OF TABER TOWN OF VAUXHALL COUNTY OF LETHBRIDGE COUNTY OF WARNER NO. 5 M.D. OF TABER NO. 14 VILLAGE OF BARONS VILLAGE OF BARNWELL VILLAGE OF COUTTS VILLAGE OF NOBLEFORD VILLAGE OF STIRLING VILLAGE OF WARNER	6,943 1,953 846 1,658 3,868 7,821 1,069 10,302 3,776 6,714 326 613 305 877 1,157 383
			<b>48,611</b>
<b>Barrhead</b>	Ms. Gladys Friedirch Executive Director Telephone # (780) 674-3341	TOWN OF BARRHEAD COUNTY OF BARRHEAD NO. 11	4,209 5,845
			<b>10,054</b>
<b>Bashaw</b>	Ms. Rosemary Wittevrongel Chief Administrative Officer Telephone # (780) 372-3911		
			<b>868</b>
<b>Bassano</b>	Ms. Kelly Christman Coordinator Telephone # (403) 641-3788		
			<b>1,390</b>
<b>Beaumont</b>	Ms. Kim Williston Director Telephone # (780) 929-3322		
			<b>12,586</b>
<b>Beaverlodge</b>	Ms. Kathleen Turner FCSS Director Telephone # (780) 567-5598		
			<b>2,264</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Beiseker</b>	Ms. Jo-Anne Lambert Chief Administrative Officer Telephone # (403) 947-3774		<b>837</b>
<b>Bentley</b>	Ms. Barb Carson Community Services Manager Telephone # (403) 748-2160	TOWN OF BENTLEY S.V. OF GULL LAKE	1,132 204 <b>1,336</b>
<b>Berwyn</b>	Ms. Theresa Johnson Community Services Coordinator Telephone # (780) 338-3801		<b>561</b>
<b>Big Lakes</b>	Ms. Sharon Strang Director Telephone # (780) 776-0008		<b>4,030</b>
<b>Big Valley</b>	Ms. Jamie Bala Chief Administrative Officer Telephone # (403) 876-2269		<b>351</b>
<b>Bighorn</b>	Mr. Martin Buckley Chief Administrative Officer Telephone # (403) 673-3611		<b>1,454</b>
<b>Birch Cove</b>	Mr. Dennis Evans Municipal Administrator Telephone # 780-446-1426		<b>38</b>
<b>Birch Hills</b>	Ms. Irene Cooper Chief Administrative Officer Telephone # (780) 694-3793		<b>1,610</b>
<b>Black Diamond</b>	Ms. Suzan Nagel Coordinator Telephone # (403) 933-4348		<b>2,308</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Blackfalds</b>	Ms. Jackie Pinsent Community and FCSS Coordinator Telephone # (403) 885-6247		<b>5,610</b>
<b>Bon Accord</b>	Ms. Florence Casey Community Services Director Telephone # (780) 921-2137		<b>1,534</b>
<b>Bonnyville (MD)</b>	Mr. Ryan Poole Chief Administrative Officer Telephone # (780) 826-3171		<b>9,047</b>
<b>Bonnyville and District</b>	Mr. David Beale Director Telephone # (780) 826-2120		<b>6,470</b>
<b>Botha</b>	Ms. Karen Ashton Chief Administrative Officer Telephone # (403) 742-5079		<b>185</b>
<b>Bow Island</b>	Ms. Corinna Roth-Beacome Director Telephone # (403) 545-2200	TOWN OF BOW ISLAND COUNTY OF FORTY MILE NO. 8 VILLAGE OF FOREMOST	1,868 3,414 524
<b>Brazeau</b>	Mr. Ron McCullough Chief Administrative Officer Telephone # (780) 542-7777		<b>5,806</b>
<b>Breton</b>	Ms. Deanne Young Director Telephone # (780) 696-3636		<b>7,040</b>
<b>Bruderheim</b>	Ms. Jodi Brown Director Telephone # (780) 796-3731		<b>579</b>
			<b>1,215</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Buffalo Lake</b>	Ms. Harold Blyan Administrator Telephone # (780) 689-3981		<b>1,206</b>
<b>Calgary</b>	Ms. Katie Black FCSS Manager Telephone # (403) 268-5155		<b>1,071,515</b>
<b>Camrose</b>	Ms. Margaret Holliston Executive Director Telephone # (780) 672-0141	CAMROSE COUNTY CITY OF CAMROSE VILLAGE OF BAWLF VILLAGE OF BITTERN LAKE VILLAGE OF EDBERG VILLAGE OF FERINTOSH VILLAGE OF HAY LAKES VILLAGE OF NEW NORWAY VILLAGE OF ROSALIND	7,577 16,543 374 232 155 193 429 323 214
			<b>26,040</b>
<b>Canmore</b>	Ms. Tara Gilchrist FCSS Supervisor Telephone # (403) 678-7130		<b>12,226</b>
<b>Cardston</b>	Ms. Chris Fox Community Services Director Telephone # (403) 653-3734	TOWN OF CARDSTON CARDSTON COUNTY (65%) VILLAGE OF GLENWOOD VILLAGE OF HILL SPRING	3,578 2,773 280 192
			<b>6,823</b>
<b>Carstairs</b>	Ms. Robbin Bowman Director Telephone # (403) 337-3341		<b>2,656</b>
<b>Castor</b>	Ms. Carla Beggs Coordinator Telephone # (403) 882-2115		<b>931</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Cereal</b>	Ms. Mary Ann Salik Administrator Telephone # (403) 326-3823		<b>126</b>
<b>Claresholm</b>	Ms. Kristein Johnson Director Telephone # (403) 625-4417		<b>3,700</b>
<b>Clear Hills</b>	Mr. Dallas Logan Director Telephone # (780) 685-3925		<b>3,293</b>
<b>Clearwater Regional</b>	Ms. Tracy King Manager Telephone # (403) 845-3720	TOWN OF ROCKY MOUNTAIN HOUSE CLEARWATER COUNTY VILLAGE OF CAROLINE	7,231 11,826 515
			<b>19,572</b>
<b>Clive</b>	Ms. Karen Kane Municipal Administrator Telephone # (403) 784-3366		<b>610</b>
<b>Cochrane</b>	Ms. Susan Flowers FCSS & Social Planning Manager Telephone # (403) 851-2250		<b>15,424</b>
<b>Cold Lake</b>	Ms. Christine McWillis FCSS Manager Telephone # (780) 594-4494		<b>13,924</b>
<b>Consort</b>	Ms. Michelle Formanek Acting Chief Administrative Officer Telephone # (403) 577-3623		<b>739</b>
<b>Coronation</b>	Ms. Diane Schmidt Town Administration Telephone # (403) 578-2727		<b>1,015</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Cowley</b>	Ms. Cindy Cornish Chief Administrative Officer Telephone # (403) 628-3808		<b>235</b>
<b>Cremona</b>	Ms. Tanya Shand Director Telephone # (403) 510-4521		<b>463</b>
<b>Crossfield</b>	Ms. Shauna Madsen FCSS Coordinator Telephone # (403) 946-5565		<b>2,861</b>
<b>Crowsnest Pass</b>	Mr. Cam Mertz Community Services Director Telephone # (403) 562-8833		<b>5,749</b>
<b>Cypress</b>	Mr. Doug Henderson Assistant Manager Telephone # (403) 526-2888		<b>6,729</b>
<b>Devon</b>	Ms. Kammi Rosentreter FCSS Coordinator Telephone # 780-987-8325		<b>6,534</b>
<b>Dewberry</b>	Ms. Sherry Johnson Acting Chief Administrative Officer Telephone # (780) 847-3053		<b>219</b>
<b>Didsbury</b>	Ms. Jolene Leutschaft FCSS Coordinator Telephone # (403) 335-8719		<b>4,599</b>
<b>Donalda</b>	Ms. Joan Kapiniak Chief Administrative Officer Telephone # (403) 883-2345		<b>224</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Drayton Valley</b>	Ms. Lola McGhie FCSS Coordinator Telephone # (780) 514-2204		<b>6,893</b>
<b>Drumheller</b>	Ms. Karla Roberts Community Services Director Telephone # (403) 823-1315		<b>7,932</b>
<b>East Prairie</b>	Ms. Joan Haggerty Community Services Coordinator Telephone # (780) 523-2594		<b>906</b>
<b>Eckville</b>	Ms. Heather Allen Director Telephone # (403) 746-3177		<b>1,002</b>
<b>Edmonton</b>	Ms. Colleen Burton-Ochocki Community Services Director Telephone # (780) 496-5840		<b>782,439</b>
<b>Edson</b>	Mr. Mike Butler Director of Community Services Telephone # (780) 723-4403		<b>8,365</b>
<b>Elizabeth</b>	Ms. Phyllis Collins Community Services Director Telephone # (780) 594-5026		<b>820</b>
<b>Elk Point</b>	Ms. Deanna Easthope Director Telephone # (780) 724-3800		<b>1,512</b>
<b>Empress</b>	Mr. Darran Dick Chief Administrative Officer Telephone # (403) 565-3938		<b>136</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Fairview</b>	Ms. Rebecca Stewart Director Telephone # (780) 835-5471	TOWN OF FAIRVIEW M.D. OF FAIRVIEW NO. 136	3,297 1,856
			<b>5,153</b>
<b>Fishing Lake</b>	Mr. Lorne Dustow Community Services Liaison Telephone # (780) 943-2202		
			<b>952</b>
<b>Flagstaff</b>	Ms. Gail Watt Director Telephone # (780) 385-3020	FLAGSTAFF COUNTY TOWN OF DAYSLAND TOWN OF HARDISTY TOWN OF KILLAM TOWN OF SEDGEWICK VILLAGE OF ALLIANCE VILLAGE OF FORESTBURG VILLAGE OF GALAHAD VILLAGE OF HEISLER VILLAGE OF LOUGHEED VILLAGE OF STROME	3,506 818 761 1,019 891 197 895 134 150 254 252
			<b>8,877</b>
<b>Foothills</b>	Ms. Amanda Midgley Community Services Coordinator Telephone # (403) 652-2341		
			<b>19,736</b>
<b>Fort Macleod</b>	Ms. Angie O'Connor Director Telephone # (403) 553-4491		
			<b>3,072</b>
<b>Fort Saskatchewan</b>	Ms. Barb Bigelow Director Telephone # (780) 992-6203		
			<b>18,653</b>
<b>Fox Creek</b>	Ms. Shannon Bray Community Services Director Facilitator Telephone # (780) 622-3758		
			<b>2,278</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Gibbons</b>	Ms. Kelly Taylor Community Services Director Telephone # (780) 923-3331		<b>2,848</b>
<b>Gift Lake</b>	Ms. Jenny Laderoute Community Services Director Telephone # (780) 767-2112		<b>1,115</b>
<b>Glendon</b>	Ms. Paula Mack Chief Administrative Officer Telephone # (780) 635-3807		<b>483</b>
<b>Grande Cache</b>	Mr. Duane Didow Executive Director Telephone # (780) 827-2446		<b>3,783</b>
<b>Grande Prairie (City)</b>	Ms. Donelda Laing Community Social Development Manager Telephone # (780) 538-0409		<b>50,227</b>
<b>Grande Prairie (County)</b>	Ms. Kathleen Turner FCSS Director Telephone # (780) 567-5598		<b>17,989</b>
<b>Granum</b>	Mr. Larry Flexhaug Chief Administrative Officer Telephone # (403) 687-3822		<b>445</b>
<b>Grasslands</b>	Ms. Lynn Pye-Matheson Director Telephone # (403) 362-4549	CITY OF BROOKS COUNTY OF NEWELL NO. 4 VILLAGE OF DUCHESS VILLAGE OF ROSEMARY VILLAGE OF TILLEY	13,581 7,101 978 388 405
			<b>22,453</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Greenview</b>	Ms. Lisa Hannaford Manager Telephone # (780) 524-7636	M.D. OF GREENVIEW NO. 16 TOWN OF VALLEYVIEW	5,464 1,884
			<b>7,348</b>
<b>Grimshaw</b>	Ms. Tracy Halerewich Community Services Coordinator Telephone # (780) 332-4788		
			<b>2,537</b>
<b>Halkirk</b>	Ms. Doris Cordel Village Administrator Telephone # (403) 884-2464		
			<b>113</b>
<b>Hanna</b>	Ms. Gwen Snell Community Services Director Telephone # (403) 854-4433		
			<b>2,847</b>
<b>High Level</b>	Ms. Nici Carmichael Director Telephone # (780) 821-4012		
			<b>3,887</b>
<b>High Prairie</b>	Mr. Archie Grover Town Manager Telephone # (780) 523-3388		
			<b>2,836</b>
<b>High River</b>	Ms. Shelley Koot FCSS Manager Telephone # (403) 652-8620		
			<b>11,783</b>
<b>Hines Creek</b>	Ms. Leila Sumner Chief Administrative Officer Telephone # (780) 494-3690		
			<b>396</b>
<b>Hinton</b>	Ms. Olga Uloth Supervisor Telephone # (780) 865-6031		
			<b>9,825</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Hythe</b>	Ms. Monica Shaw Director Telephone # (780) 356-3888		<b>821</b>
<b>Innisfail</b>	Ms. Shelley Gagnon Community Services Director Telephone # (403) 227-3376		<b>7,883</b>
<b>Irricana</b>	Ms. Cathy O'Donoghue Community Services Director Telephone # (403) 935-4672		<b>1,243</b>
<b>Jasper</b>	Ms. Kathleen Waxer Director Telephone # (780) 852-2100		<b>4,745</b>
<b>Kikino</b>	Mr. Roger Littlechilds Administrator Telephone # (780) 623-7868		<b>1,113</b>
<b>Kitscoty</b>	Mr. Harold Trew Chief Administrative Officer Telephone # (780) 846-2221		<b>847</b>
<b>Kneehill</b>	Ms. Shelley Jackson Director Telephone # (403) 443-3800	KNEEHILL COUNTY	5,218
		TOWN OF THREE HILLS	3,322
		TOWN OF TROCHU	1,113
		VILLAGE OF ACME	730
		VILLAGE OF CARBON	570
		VILLAGE OF LINDEN	741
			<b>11,694</b>
<b>Lac La Biche</b>	Ms. Anita Polturak Coordinator Telephone # (780) 623-7979		<b>9,123</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Lac Ste. Anne</b>	Ms. Kristin Tomkiewych Interim Recreation and FCSS Director Telephone # (866) 880-5722		<b>10,220</b>
<b>Lacombe (City)</b>	Ms. Maribeth Friesen Executive Director Telephone # (403) 782-6637		<b>11,733</b>
<b>Lacombe (County)</b>	Mr. Terry Hager County Commissioner Telephone # (403) 782-6601		<b>10,507</b>
<b>Lamont (County)</b>	Ms. Sara Rindero FCSS Director Telephone # (780) 895-7751	LAMONT COUNTY TOWN OF MUNDARE VILLAGE OF CHIPMAN	3,925 823 294
			<b>5,042</b>
<b>Lamont (Town)</b>	Ms. Betty Malica Office Assistant Telephone # (780) 895-2010		<b>1,664</b>
<b>Leduc (City)</b>	Ms. Tabitha White FCSS Manager Telephone # (780) 980-7174		<b>23,293</b>
<b>Leduc (County)</b>	Ms. Jennifer Hourihan FCSS Director Telephone # (780) 955-6411	LEDUC COUNTY TOWN OF CALMAR VILLAGE OF THORSBY VILLAGE OF WARBURG	13,260 2,033 988 696
			<b>16,977</b>
<b>Legal</b>	Ms. Ruthann Weeks FCSS Coordinator Telephone # (780) 961-3773		<b>1,192</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Lesser Slave River</b>	Ms. Debbie Conrad Director of Finance Telephone # (780) 849-4888		<b>2,820</b>
<b>Lethbridge</b>	Ms. Diane Randell Social Planner Telephone # (403) 320-3917		<b>86,659</b>
<b>Lloydminster</b>	Mr. Ward Read Community Development Officer Telephone # (780) 875-6184		<b>17,402</b>
<b>Longview</b>	Ms. Leslie Fitzgerald Chief Administrative Officer Telephone # (403) 558-3922		<b>334</b>
<b>Mackenzie</b>	Mr. William (Bill) Kostiw Chief Administrative Officer Telephone # (780) 927-3718		<b>10,002</b>
<b>Magrath</b>	Mr. Wade Alston Chief Administrative Officer Telephone # (403) 758-3212	TOWN OF MAGRATH CARDSTON COUNTY (35%)	2,302 1,493
			<b>3,795</b>
<b>Ma-Me-O Beach</b>	Ms. Sylvia Roy Chief Administrative Officer Telephone # (780) 586-2494	S.V. OF MA-ME-O BEACH S.V. OF CRYSTAL SPRINGS S.V. OF GOLDEN DAYS S.V. OF GRANDVIEW S.V. OF NORRIS BEACH S.V. OF POPLAR BAY	155 112 207 127 40 84
			<b>725</b>
<b>Manning and District</b>	Mrs. Arlene Henitiuk Director Telephone # (780) 836-2170		<b>1,493</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Mannville-Minburn-Innisfree</b>			
	Ms. Jannette Riedel Director Telephone # (780) 763-3005	VILLAGE OF MANNVILLE VILLAGE OF INNISFREE VILLAGE OF MINBURN	761 233 65
			<b>1,059</b>
<b>Marwayne</b>			
	Ms. Joanne Horton Chief Administrative Officer Telephone # (780) 847-3962		
			<b>569</b>
<b>Mayerthorpe</b>			
	Ms. Joanne Johnson Coordinator Telephone # (780) 786-2416		
			<b>1,474</b>
<b>Medicine Hat</b>			
	Mr. Varley Weisman Manager of Social Development Telephone # (403) 529-8314		
			<b>61,097</b>
<b>Millet</b>			
	Ms. Virginia Lehman Manager Telephone # (780) 361-4425		
			<b>2,125</b>
<b>Minburn</b>			
	Mr. David Marynowich Manager Telephone # (780) 632-2082		
			<b>3,319</b>
<b>Morinville</b>			
	Ms. Susan MacDonald FCSS Director Telephone # (780) 939-4361		
			<b>7,636</b>
<b>Mountain View</b>			
	Ms. Michelle Honeyman FCSS Director Telephone # (403) 335-3311		
			<b>12,570</b>
<b>Nampa</b>			
	Ms. Susan Bowling Director Telephone # (780) 322-3954		
			<b>373</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Nanton</b>	Ms. Nicole Van Langen Director Telephone # (403) 646-2436		<b>2,124</b>
<b>Northern Lights</b>	Ms. Theresa Van Oort Chief Administrative Officer Telephone # (780) 836-3348		<b>3,556</b>
<b>Northern Sunrise</b>	Ms. Susan Bowling FCSS Director Telephone # (780) 322-3954		<b>2,880</b>
<b>Okotoks</b>	Ms. Debbie Posey FCSS Team Leader Telephone # (403) 938-8935		<b>23,201</b>
<b>Olds</b>	Ms. Babara Hill Community Services Director Telephone # (403) 556-6981		<b>7,248</b>
<b>Onoway</b>	Ms. Trista Court Recreation and FCSS Director Telephone # (780) 785-3411		<b>1,021</b>
<b>Opportunity</b>	Ms. Vickie Cardinal Community Service Manager Telephone # (780) 891-3778		<b>3,259</b>
<b>Oyen</b>	Ms. Heather Norris Director Telephone # (403) 664-2255	TOWN OF OYEN M. D. OF ACADIA NO. 34	1,190 545
<b>Paddle Prairie</b>	Ms. Joanne Ducharme Community Services Coordinator Telephone # (780) 981-2227		<b>1,089</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Paintearth</b>	Ms. Tarolyn Peach Chief Administrative Officer Telephone # (403) 882-3211		<b>2,126</b>
<b>Paradise Valley</b>	Ms. Connie Wilkinson Municipal Administrator Telephone # (780) 745-2287		<b>183</b>
<b>Parkland</b>	Mr. Ken Van Buul Recreation and Parks Services Manager Telephone # (780) 968-8435		<b>30,089</b>
<b>Peace</b>	Mr. Lyle McKen Administrator Telephone # (780) 338-3845		<b>1,487</b>
<b>Peace River</b>	Ms. Tanya Bell Community Services Director Telephone # (780) 624-1000		<b>6,315</b>
<b>Peavine</b>	Mr. Blair Cunningham Community Service Coordinator Telephone # (780) 523-5944		<b>905</b>
<b>Pincher Creek (M.D.)</b>	Ms. Wendy Kay Chief Administrative Officer Telephone # (403) 627-3130		<b>3,309</b>
<b>Pincher Creek (Town)</b>	Mr. David Green FCSS Coordinator Telephone # (403) 627-3156		<b>3,712</b>
<b>Ponoka</b>	Ms. Wes Amendt Executive Director Telephone # (403) 783-4462	TOWN OF PONOKA PONOKA COUNTY (52.9%)	6,576 4,579
			<b>11,155</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Provost</b>	Ms. Carrie Olson Director Telephone # (780) 753-2288	TOWN OF PROVOST M.D. OF PROVOST NO. 52 VILLAGE OF CZAR VILLAGE OF HUGHENDEN	2,078 2,547 175 266
			<b>5,066</b>
<b>Rainbow Lake</b>	Ms. Evelyn Larsen Community Services Coordinator Telephone # (780) 956-3934		
			<b>1,082</b>
<b>Red Deer</b>	Mr. Scott Cameron Social Planning Manager Telephone # (403) 342-8101	CITY OF RED DEER RED DEER COUNTY TOWN OF BOWDEN TOWN OF PENHOLD VILLAGE OF DELBURNE VILLAGE OF ELNORA	90,084 19,108 1,236 2,322 765 310
			<b>113,825</b>
<b>Redcliff</b>	Ms. Cindy Murray Community Services Director Telephone # (403) 548-7415		
			<b>5,096</b>
<b>Redwater</b>	Mr. Ian Frankton Community Services Director Telephone # (780) 942-3519		
			<b>2,192</b>
<b>Rimbey</b>	Ms. Peggy Makofka Executive Director Telephone # (403) 843-2030	TOWN OF RIMBEY PONOKA COUNTY (47.1%)	2,496 4,061
			<b>6,557</b>
<b>Rocky View</b>	Mr. Randy Ell FCSS Coordinator Telephone # (403) 230-1401		
			<b>34,597</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Ross Haven</b>	Mr. Dennis Evans Municipal Administrator Telephone # (780) 446-1426		<b>198</b>
<b>Saddle Hills</b>	Ms. Dianne Nellis Chief Administrative Officer Telephone # (780) 864-3760		<b>2,478</b>
<b>Sandy Beach</b>	Ms. Wendy Wildman Chief Administrative Officer Telephone # (780) 967-2873		<b>239</b>
<b>Sexsmith</b>	Ms. Meghan Dohm Director Telephone # (780) 568-4345		<b>2,255</b>
<b>Silver Sands</b>	Ms. Wendy Wildman Chief Administrative Officer Telephone # (780) 967-0008		<b>173</b>
<b>Slave Lake</b>	Mr. Lenny Richer Acting Director Telephone # (780) 849-8000		<b>7,031</b>
<b>Smoky Lake (County)</b>	Mr. Cory Ollikka Chief Administrative Officer Telephone # (780) 656-3730		<b>2,716</b>
<b>Smoky Lake (Town)</b>	Ms. Valerie Billey FCSS Coordinator Telephone # (780) 656-3674		<b>1,010</b>
<b>Smoky River</b>	Ms. Penny Fox Director Telephone # (780) 837-2220	TOWN OF FALHER M.D. OF SMOKY RIVER NO. 130 TOWN OF MCLENNAN VILLAGE OF DONNELLY VILLAGE OF GIROUXVILLE	941 2,442 824 374 282
			<b>4,863</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>South East Rocky View</b>	Ms. Patty Sproule Director Telephone # (403) 207-7099		<b>14,285</b>
<b>South View</b>	Ms. Wendy Wildman Chief Administrative Officer Telephone # (780) 967-0008		<b>115</b>
<b>Special Areas 2, 3, &amp; 4</b>	Mr. Darcy Ferguson Finance & Administration Director Telephone # (403) 854-5600		<b>4,729</b>
<b>Spirit River (MD)</b>	Ms. Jane Reif FCSS Program Coordinator Telephone # (780) 864-3500	M.D. OF SPIRIT RIVER TOWN OF SPIRIT RIVER VILLAGE OF RYCROFT	662 1,148 638
<b>Spruce Grove</b>	Mr. Ken Luck Director Telephone # (780) 962-7633		<b>2,448</b>
<b>St. Albert</b>	Mr. Scott Rodda Director Telephone # (780) 459-1511		<b>24,646</b>
<b>St. Paul (Town)</b>	Ms. Linda Boone FCSS Director Telephone # (780) 645-5313		<b>60,138</b>
<b>St. Paul County</b>	Ms. Tammy Elkow Director Telephone # (780) 645-3301		<b>5,632</b>
			<b>5,925</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Starland County</b>			
	Mr. Ross D. Rawlusyk Administrator Telephone # (403) 772-3793	STARLAND COUNTY VILLAGE OF DELIA VILLAGE OF MORRIN VILLAGE OF MUNSON	2,371 207 253 217
			<b>3,048</b>
<b>Stavely</b>			
	Ms. Casey Arnestad FCSS Coordinator Telephone # (403) 549-2262		
			<b>497</b>
<b>Stettler (Town)</b>			
	Ms. Faye Blakely Administrator Telephone # (403) 742-2337		
			<b>5,843</b>
<b>Stettler County</b>			
	Ms. Faye Blakely Administrator Telephone # (403) 742-2337		
			<b>5,216</b>
<b>Stony Plain</b>			
	Ms. Cheryl Pronovost Director Telephone # (780) 963-8588		
			<b>14,177</b>
<b>Strathcona</b>			
	Ms. Jackie Winter Manager Telephone # (780) 464-4044		
			<b>87,998</b>
<b>Strathmore</b>			
	Ms. Sharon Tibeau Program Coordinator Telephone # (403) 934-5335	TOWN OF STRATHMORE WHEATLAND COUNTY VILLAGE OF HUSSAR VILLAGE OF ROCKYFORD VILLAGE OF STANDARD	12,139 8,164 187 349 380
			<b>21,219</b>
<b>Sturgeon</b>			
	Mr. Terry Cashin Community Services Manager Telephone # (780) 939-8335		
			<b>19,165</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Sundre</b>	Ms. Wendy Dichrow Director Telephone # (403) 638-1011		<b>2,518</b>
<b>Sunrise Beach</b>	Ms. Wendy Wildman Chief Administrative Officer Telephone # (780) 967-2873		<b>170</b>
<b>Sunset Point</b>	Ms. Hilda Marsh Chief Administrative Officer Telephone # (780) 460-7226		<b>242</b>
<b>Swan Hills</b>	Ms. Mireille Marquis Director Telephone # (780) 333-4119		<b>1,858</b>
<b>Sylvan Lake</b>	Ms. Marlene Curtis Coordinator Telephone # (403) 887-1137	TOWN OF SYLVAN LAKE S.V. OF BIRCHCLIFF S.V. OF HALF MOON BAY S.V. OF JARVIS BAY S.V. OF NORGLLENWOLD S.V. OF SUNBREAKER COVE	11,115 125 32 183 270 137
			<b>11,862</b>
<b>Thorhild County</b>	Ms. Cindy Olchoway Director Telephone # (780) 398-2820		<b>3,547</b>
<b>Tofield-Ryley-Beaver</b>	Ms. Tammy Oliver-McCurdie Director Telephone # (780) 662-7067	TOWN OF TOFIELD BEAVER COUNTY (50%) VILLAGE OF RYLEY	1,876 2,838 458
			<b>5,172</b>
<b>Turner Valley</b>	Mr. Ray Reid Interim Chief Administrative Officer Telephone # (403) 933-4944		<b>2,022</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Two Hills</b>			
	Ms. Karen Forbes Director Telephone # (780) 657-3540	TOWN OF TWO HILLS VILLAGE OF MYRNAM VILLAGE OF WILLINGDON	1,232 362 295
			<b>1,889</b>
<b>Two Hills (County)</b>			
	Mr. Robert Jorgensen Chief Administrative Officer Telephone # (780) 657-3358		
			<b>2,926</b>
<b>Val Quentin</b>			
	Mr. Dennis Evans Municipal Administrator Telephone # (780) 460-7226		
			<b>181</b>
<b>Vegreville</b>			
	Ms. Julie Gottselig Director Telephone # (780) 632-3966		
			<b>5,834</b>
<b>Vermilion (Town)</b>			
	Ms. Carol Coleman Coordinator Telephone # (780) 853-5358		
			<b>4,472</b>
<b>Vermilion River County</b>			
	Ms. Lois Peck FCSS Director Telephone # (780) 846-2244		
			<b>7,900</b>
<b>Veteran</b>			
	Ms. Debbie Johnstone Chief Administrative Officer Telephone # (403) 575-3954		
			<b>293</b>
<b>Viking-Beaver</b>			
	Ms. Joanne Stewart Director Telephone # (780) 336-4024	TOWN OF VIKING BEAVER COUNTY (50%) VILLAGE OF HOLDEN	1,085 2,838 398
			<b>4,321</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Vilna</b>	Ms. Earla Wagar Interim Chief Administrative Officer Telephone # (780) 636-3620		<b>274</b>
<b>Vulcan</b>	Ms. Carrol Thomson Director Telephone # (403) 485-2192	TOWN OF VULCAN VULCAN COUNTY VILLAGE OF CARMANGAY VILLAGE OF CHAMPION VILLAGE OF LOMOND	1,940 3,830 273 384 175
			<b>6,602</b>
<b>Wainwright</b>	Ms. Cathy Charlton Director Telephone # (780) 842-2555	TOWN OF WAINWRIGHT M.D. OF WAINWRIGHT NO. 61 VILLAGE OF CHAUVIN VILLAGE OF EDGERTON VILLAGE OF IRMA	5,775 4,113 321 393 444
			<b>11,046</b>
<b>Waskatenau</b>	Ms. Bernice Macyk Village Administrator Telephone # (780) 358-2208		<b>278</b>
<b>Wembley</b>	Ms. Pam Decker FCSS Coordinator Telephone # (780) 766-2269		<b>1,443</b>
<b>West Cove</b>	Mr. Dennis Evans Municipal Administrator Telephone # 780-446-1426		<b>169</b>
<b>Westlock</b>	Ms. Jayme Muc Interim Director Telephone # (780) 349-5900	WESTLOCK COUNTY TOWN OF WESTLOCK VILLAGE OF CLYDE	6,910 4,964 493
			<b>12,367</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Wetaskiwin (City)</b>	Ms. Virginia Lehman Manager Telephone # (780) 361-4425		<b>12,285</b>
<b>Wetaskiwin (County)</b>	Ms. Kristen Tuff FCSS Director Telephone # (780) 352-3321		<b>10,535</b>
<b>Whitecourt</b>	Mr. Jay Granley Community Services Director Telephone # (780) 778-6300		<b>9,202</b>
<b>Willow Creek</b>	Ms. Cynthia Vizzutti Administrator Telephone # (403) 625-3351		<b>5,337</b>
<b>Wood Buffalo</b>	Ms. Carole Bouchard Superintendent Telephone # (780) 743-7912		<b>91,612</b>
<b>Woodlands</b>	Mr. Dean Bradford Community Services Director Telephone # (780) 778-8400		<b>4,158</b>
<b>Yellowhead</b>	Ms. Debbie Charest Comm. and Protective Services Director Telephone # (780) 325-3782		<b>10,045</b>
<b>Yellowstone</b>	Ms. Wendy Wildman Chief Administrative Officer Telephone # (780) 924-3181		<b>170</b>
<b>Youngstown</b>	Ms. Emma Garlock Municipal Administrator Telephone # (403) 779-3873		<b>170</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Total Number of Programs (at Dec 31):</b>		204	
<b>Total Number Municipalities (at Dec 31):</b>		319	
<b>Total Population:</b>			3,538,596

**Notes:**

For multi-municipality programs, the total population is the combined population of all municipalities participating in the program. Where municipalities participate in two or more multi-municipality programs, the population of the municipality is split between the programs.

The population figures are taken from the Municipal Affairs official population listing from 2010.

## APPENDIX B

### ALBERTA HUMAN SERVICES CONTACTS

Community Strategies and Support Division  
Community Partnerships Branch  
10<sup>th</sup> Floor, Sterling Place, 9940 – 106 Street, Edmonton, AB T5K 2N2  
Fax: 780-644-2671

Name	Title	Telephone No.	E-mail
Ken Dropko	Director	780-644-2485	<a href="mailto:Ken.Dropko@gov.ab.ca">Ken.Dropko@gov.ab.ca</a>
Joyce Mellott	Senior Manager	780-415-6285	<a href="mailto:Joyce.Mellott@gov.ab.ca">Joyce.Mellott@gov.ab.ca</a>
Veronica Facundo	FCSS Financial and Program Review Officer	780-427-2804	<a href="mailto:Veronica.Facundo@gov.ab.ca">Veronica.Facundo@gov.ab.ca</a>
Debbie Trachimowich	FCSS Financial and Program Review Officer	780-427-2803	<a href="mailto:Debbie.Trachimowich@gov.ab.ca">Debbie.Trachimowich@gov.ab.ca</a>
Arlene Wright	Administrative Assistant	780-422-5669	<a href="mailto:Arlene.Wright@gov.ab.ca">Arlene.Wright@gov.ab.ca</a>