



# Family and Community Support Services

*Annual Overview 2008*

Community Partnerships  
Community Strategies and Support Division  
Alberta Children and Youth Services  
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## **1. Introduction**

Alberta Children and Youth Services is pleased to present the ninth 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. The province contributes up to 80% of the net cost of operating a local FCSS Program and the participating municipality or Métis Settlement contributes a minimum of 20%. Provincially, the FCSS Program receives its mandate from the *Family and Community Support Services Act* and Regulation. The Regulation sets out the service requirements that a municipality or Métis Settlement must meet to be eligible for funding.

Under FCSS, communities design and deliver social programs that are preventive in nature to promote and enhance well-being among individuals, families and communities. FCSS Programs depend on community resources, often involving volunteers in management and delivery. Participation in the FCSS Program is voluntary. 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.

Services provided under a Program must help people and/or communities to do one or more of the following:

- develop independence, strengthen coping skills and become more resistant to crisis;
- 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.

Section 2 of the Regulation states: “In providing for the establishment, administration and operation of a program, a municipality must do all of the following:

- a. promote and facilitate the development of stronger communities;
- b. promote public participation in planning, delivering and governing the program and services provided under the program;
- c. promote and facilitate the use of volunteers;
- d. promote efficient and effective use of resources; and
- e. promote and facilitate cooperation and coordination with allied service agencies operating within the municipality.”

Section 2.1(2) of the Regulation states: “Services provided under a program must not:

- a. provide primarily for the recreational needs or leisure time pursuits of individuals;
- b. offer direct assistance, including money, food, clothing or shelter, to sustain an individual or family;
- c. be primarily rehabilitative in nature; or
- d. 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 resources to build community capacity and that self-help contributes to a sense of integrity, self-worth and independence. Programs developed are intended to help individuals within their communities to adopt healthy lifestyles, thereby improving the quality of life and building the capacity to prevent and/or deal with crisis situations should they arise.

One of the key principles of the FCSS Program 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 FCSS 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.

In April 2000, Children and Youth Services began developing a database to assemble information collected from Annual FCSS Program Reports and reconciliation statements, in a format that produced meaningful reports for municipalities and Métis Settlements, the Ministry, and other partners and stakeholders.

Information included in the *FCSS Annual Overview* combines Program reporting from municipalities and Métis Settlements. Municipalities operate on a calendar year and 2008 Annual FCSS Program Reports were due on April 30, 2009. Métis Settlements operate on a fiscal year and 2008-09 Annual FCSS Program Reports were due on July 29, 2009. When received, information included in these reports is reviewed, entered into a provincial FCSS database and a reconciliation statement is prepared for each local FCSS Program. Once 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 2008*. Amounts may differ in future reports where data is updated or revised. Also, due to the rounding off of amounts, slight discrepancies in totals between figures may be noted.

## ***2. Provincial FCSS and Ministry Highlights***

### **New Cabinet Appointed**

On March 12, 2008, the new provincial Cabinet was announced following the provincial election on March 3, 2008. Priorities of the new Cabinet include: ensuring Alberta's energy resources are developed in an environmentally sustainable way; increasing access to quality health care and improving the efficiency and effectiveness of health care service delivery; enhancing value-added activity, increasing innovation and improving the long-term sustainability of Alberta's economy; reducing crime so Albertans feel safe in their communities; and, providing the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population. Government's increased focus on culture is reflected with the creation of the new Ministry of Culture and Community Spirit which also has responsibility for the voluntary sector and the Human Rights Commission. The new Ministry of Housing and Urban Affairs will help fulfill government's plan to ensure affordable housing is available to all Albertans and to address urban issues. A new Ministry of Aboriginal Relations highlights the important role Aboriginal people play in Alberta's future. Lastly, Infrastructure and Transportation was split, ensuring more focus on meeting the need for roads and other public facilities as part of implementing Alberta's 20-year strategic capital plan.

### **Ministry Update**

On March 12, 2008, Alberta Children's Services was renamed Alberta Children and Youth Services (ACYS) to better reflect the work of the Ministry. The Honourable Janis Tarchuk, MLA, Banff-Cochrane, was reappointed Minister of ACYS, serving in this portfolio since December 15, 2006. Fay Orr was appointed Deputy Minister of ACYS on March 13, 2008, replacing Maria David-Evans, who moved to Aboriginal Relations. Karen Ferguson replaced Niki Wosnack as the Assistant Deputy Minister of the Community Strategies and Support Division on September 22, 2008. The Community Partnerships Branch, under the direction of Tim Moorhouse, reports to this division and comprises Early Childhood Development (ECD), Fetal Alcohol Spectrum Disorder (FASD) and FCSS.

### **Improving Access to Quality, Affordable Child Care**

On April 14, 2008, the creation of nearly 3,500 new child care spaces opening in 51 Alberta communities was announced. "Quality, affordable child care is an important part of the mandate set out for me by Premier Stelmach. We are working with key stakeholders to come up with innovative solutions to support the creation of additional spaces in a variety of settings, such as family day homes, nursery schools, day cares and out-of-school care programs," said Janis Tarchuk, Minister of Children and Youth Services. "We are making progress and I'm confident that we will find solutions to help communities better meet the needs of families requiring child care." More details on the spaces being created within Alberta communities is available at [www.child.alberta.ca/childcare](http://www.child.alberta.ca/childcare).

## **Budget 2008**

New investments in Budget 2008 announced on April 22, 2008 support strong social programs for Alberta's growing population. Budget highlights include:

- \$76.0 million more for quality, affordable child care
- \$46.0 million more for affordable supportive living for low-income seniors and persons with disabilities
- \$58.5 million more for housing targeting lower-income Albertans and homeless people
- \$41.0 million more for increased support to contracted social agencies
- \$15.3 million more in supports to help immigrants, including \$1.8 million more in settlement services
- \$12.5 million more in resources to address Fetal Alcohol Spectrum Disorder
- \$3.5 million more in support for community-based social programs

## **Provincial Child Care Plan**

On May 9, 2008, a child care investment plan was announced to create additional quality child care spaces for children up to 12 years of age. With an investment of \$242 million over three years, *Creating Child Care Choices*, would support the creation of 14,000 new child care spaces in a variety of settings, including family day homes, nursery schools, day cares and out-of-school care programs, by 2011. The plan also introduced a new subsidy for low- and middle-income families with school-age children effective September 1. More information about *Creating Child Care Choices* is available online at [www.child.alberta.ca/childcare](http://www.child.alberta.ca/childcare) or by calling the toll-free Parent Information Line at 1-866-714-KIDS-5437.

## **Community Incentive Fund**

On June 5, 2008, it was announced that individuals, families and communities across the province would share \$3 million from the Government of Alberta in support of local efforts to find solutions to family violence and bullying. The province's Community Incentive Fund supports initiatives that increase the awareness of family violence and bullying and address topics such as abusive relationships, cyberbullying and abuse of older adults. The fund encourages community groups to work together to address these issues through co-ordinated actions and services. Over 400 community-based projects have received more than \$15 million in Community Incentive Fund support since 2004. This prevention program is part of the government's plan to ensure Albertans live in safe and secure communities.

## **Youth Mentoring Project**

On June 30, 2008, the province announced \$3.7 million for an innovative partnership between government and community agencies to give Alberta's youth new opportunities to benefit from positive role models. The Alberta Mentoring Partnership Leadership Team brought 29 partners and youth together in the first association of its kind in Canada. The team included ten Alberta government ministries, three government-funded organizations, 16 community agencies and two youth representatives. The program addressed a recommended action from Alberta's Crime Reduction and Safe Communities Task Force: schools, communities and the provincial government should work together to expand mentoring programs for children and youth-at-risk. For more information about the mentoring partnership, visit [www.albertamentoringpartnership.ca](http://www.albertamentoringpartnership.ca).

## **Government Expands FASD Services**

On September 9, 2008, the Alberta government announced expanded services for people affected by FASD by developing five more FASD Service Networks across the province. The additional networks will work on prevention and help individuals affected by FASD by providing services and supports across the lifespan. Regions to benefit from expanded FASD services include East Central Alberta, Métis Settlements, South East Alberta, Upper North West Alberta and West Central Alberta.

## **Legislation Introduced to Strengthen Services to Children and Families**

Ensuring that children, youth and families needing support receive the most effective services possible was the driving force behind the *Child, Youth and Family Enhancement Amendment Act, 2008*. Bill 40 was introduced in the Legislature on November 17, 2008. The *Child, Youth and Family Enhancement Act* is the legislation upon which Alberta's child intervention system is based. The majority of the amendments in the legislation were proposed to fine-tune and adjust the legislation, which was first proclaimed in 2004. "The intent of these proposed amendments is to ensure the services we provide children and families supports their development and wellbeing and also keeps them safe and protected," said Cal Dallas, MLA for Red Deer-South, who introduced the Bill. "It's important that these enhancements be put in place now so children and families in our province can benefit." The *Child, Youth and Family Enhancement Amendment Act, 2008* received Royal Assent on December 2, 2008.

## **FCSS Grants**

The total grant allocation budget for the FCSS Program in 2008-09 was \$90 million: the province contributed \$72 million (80%) and participating municipalities and Métis Settlements contributed a minimum of \$18 million (20%). The provincial grant increased by \$3.5 million from the previous fiscal year. The Ministry also provided grants to the FCSSAA for the Resource Bank and to the Canadian Outcomes Research Institute (CORI) for the FCSS Making A Difference Outcome Evaluation System.

## **FCSS Supplemental Funding**

As a result of recommendations stemming from the FCSS Review completed in the fall of 2006 and the Review Report released on May 22, 2007, a Rural Issues Working Group was established to explore challenges, identify best practices and provide solutions for issues raised by smaller rural FCSS Programs. The Working Group made recommendations that included both short- and long-term actions. One recommended short-term solution was to use \$1.2 million to address Review recommendations to bring all FCSS Programs to a funding level equal to the cumulative percentage increase of the provincial FCSS budget between the fiscal years 2002/03 and 2007/08 of 16%. In February 2008, qualifying municipalities received one-time funding totaling \$1.5 million that did not require a matching 20% municipal contribution. This increase became part of each local FCSS Program's base budget in April 2008.

## **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 FCSS Programs. Funding and support to the Resource Bank is undertaken as a 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 in 1999, in response to one of the recommendations from the redesign of the provincial FCSS Program in 1998. The recommendation acknowledged the value and importance of the 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 and Métis Settlements, as outlined in FCSS legislation. When PAT was established, it was felt that the FCSSAA was the appropriate body to represent local FCSS Programs. Over 92% of the FCSS Programs in Alberta 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 FCSS Programs and provincial representatives.

PAT is composed of the Executive of the FCSSAA, the provincial Director and Senior Manager responsible for FCSS, FCSS provincial Program 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 Community Partnerships 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.

## **Outcomes Evaluation**

The FCSS Program is included in the Ministry's Business Plan with goals, targets, performance measures and outcomes for province-wide program delivery. Performance measure results have consistently shown that FCSS is meeting or exceeding set targets. The measures used are strong indicators of the commitment of local FCSS staff and volunteers to reduce the need for crisis intervention in communities by providing support to children, youth and families at the earliest opportunity.

The FCSS Making a Difference (MAD) Outcomes Evaluation Project, initiated in 2001, is designed to provide local FCSS Programs with a system to help them monitor outcomes for program delivery. The system includes two components:

- a Program Logic Model, developed by individual FCSS Programs, that articulates short-medium- and long-term outcomes for clients, and if the goals and strategies of program delivery are achieved; and
- a database, provided and maintained by the Canadian Outcomes Research Institute (CORI), with the capability to create tools for measuring the success of local Program Logic Models, including collecting, analyzing and aggregating collected information.

The following statistics are extracted from the *2008 Annual Progress & Outcomes Report for the FCSS Making a Difference Project*:

- 86 FCSS offices submitted an annual outcomes report versus 76 for the 2007 funding year.
- This year saw a significant increase in the number of offices able to submit both output information and outcome information with 73 offices (42 in 2007) providing counts of clients served and 56 offices submitting outcome information (41 in 2007).
- 128 FCSS offices (74 in 2007) have attended advanced training (Program Logic Models and Surveys) and 109 of these (63 in 2007) have measurement tools to collect data.
- Overall, 175 FCSS offices out of 205 hold accounts to use the FCSS Outcome database for collecting and reporting on outcome information.

The Making a Difference Project has completed another very successful year demonstrated by more than twice the number of FCSS municipalities and Métis Settlements able to report on outcomes associated with the provision of services. The review and analysis of the aggregate reports indicates that the capacity to collect and report on outcomes is slowly building within FCSS municipalities. More offices were able to submit reports this year and more offices were able to include comprehensive sets of output data and significant amounts of outcome information.

The data analysis of the 2008 provincial aggregate shows that FCSS offices have the ability to integrate the outcome evaluation model into practice in order to produce outcome data with high rates of success. The results also show that while smaller FCSS offices are also able to collect and report on outcomes, further support and guidance is necessary to build the capacity and sustainability required to make outcome collection an integrated and successful practice for FCSS municipalities. FCSS offices continue to report that they do not have adequate time or staff to sustain the practice of data collection and outcome monitoring. FCSS directors have also identified that sustainability of this practice will require additional time, monetary and data collection resources to support the work required.

Overall, FCSS programming is realizing a high degree of success province-wide, ranging from 85.7% success in helping to sustain people as active participants in the community, to 91.1% success in helping people to develop an awareness of social needs. Results are presented in Table 1 on the following page.

**Table 1. Numbers Served and Percentage Success by FCSS Outcome Statement**

FCSS Outcome Statements	Number of Offices	Number of Outcome Indicators	Survey Sample Size	Number Reporting Indicators Met	% Success
Help to develop independence, strengthen coping skills and become more resistant to crisis	46	79	221,766	199,761	90.1
Help to develop an awareness of social need	40	51	29,147	26,547	91.1
Help to develop interpersonal and group skills which enhance constructive relationships among people	43	78	100,641	91,522	90.9
Help to assume responsibility for decisions and actions which affect them	25	48	25,245	21,737	86.1
Help to sustain people as active participants in the community	41	107	78,016	66,856	85.7

To obtain additional information on the FCSS Outcome Measures Initiative, contact any of the following steering committee members:

- Diane Randell - Lethbridge ([drandell@lethbridge.ca](mailto:drandell@lethbridge.ca))
- Lynn Pye-Matheson - Grasslands Regional ([grasslands.fcss@telus.net](mailto:grasslands.fcss@telus.net))
- Shelley Jackson - Kneehill Regional ([shelley@krfcss.com](mailto:shelley@krfcss.com))
- Katie Black - Calgary ([katie.black@calgary.ca](mailto:katie.black@calgary.ca))
- Donelda Laing - Grande Prairie ([dlaing@cityofgp.com](mailto:dlaing@cityofgp.com))
- Penny Fox - Smoky River ([srfcss@telus.net](mailto:srfcss@telus.net))
- Clay Aragon - Airdrie ([clay.aragon@airdrie.ca](mailto:clay.aragon@airdrie.ca))
- Scott Cameron - Red Deer ([scott.cameron@reddeer.ca](mailto:scott.cameron@reddeer.ca))
- Carole Bouchard - Regional Municipality of Wood Buffalo ([carole.bouchard@woodbuffalo.ab.ca](mailto:carole.bouchard@woodbuffalo.ab.ca))
- Joyce Mellott - Alberta Children and Youth Services ([joyce.mellott@gov.ab.ca](mailto:joyce.mellott@gov.ab.ca))
- Tim Moorhouse - Alberta Children and Youth Services ([tim.moorhouse@gov.ab.ca](mailto:tim.moorhouse@gov.ab.ca))

### FCSS Program Advice Inventory Listing

The FCSS Program Advice Inventory Listing, developed by the Ministry and FCSSAA, is intended to assist local FCSS Programs in clarifying the eligibility of several projects, services and expenditures. The Listing is another “for FCSS by FCSS” resource designed to support program delivery in the community. The Listing is included in the *FCSS Program Handbook* (reference pages 5-6 to 5-23) and is also posted on the Ministry’s website at [www.child.alberta.ca](http://www.child.alberta.ca). To obtain copies, contact Ministry staff at 780-415-8150 or the FCSSAA at 780-415-4791.

## **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 following is a summary of 2008 FCSS Program Review locations:

- Town of Chestermere (South East Rocky View FCSS)
- Town of Lamont
- Town of Redwater
- Town of Two Hills\*
- Town of Vegreville\*
- Village of Andrew
- Village of Mannville\* (Mannville-Minburn-Innisfree FCSS)
- County of Minburn No. 27\*
- Lamont County
- Two Hills County\*
- Wheatland County
- M.D. of Rocky View No. 44

*\* Note: Rather than administer an FCSS Program directly, Two Hills County transfers its FCSS grant to the Town of Two Hills. The County of Minburn No. 27 transfers its grant to the Town of Vegreville and to the Village of Mannville. Municipal councillors and/or FCSS Board members from these counties were invited to attend their respective Program Review meetings and are included in the count of 2008 FCSS Program Review locations, which totaled 12.*

### 3. Program Highlights

- ♦ As of December 31, 2008, a total of 316 municipalities and Métis Settlements, organized within 205 Programs, were providing FCSS services throughout Alberta. There were 34 multi-municipal partnerships; another 163 municipalities and eight Métis Settlements operated single Programs. Ninety-nine percent (99%) of the province's population reside in communities served by FCSS Programs.
- ♦ Five new municipalities joined FCSS in 2008. Two signed agreements as single Programs (Fig. 1) and three joined as participating communities in multi-municipal Programs (Fig. 2). Other changes reflected in 2008 included the amalgamation of the Town of Lac La Biche and Lakeland County to form Lac La Biche County and the dissolution of the Village of Sangudo (absorbed by Lac Ste. Anne County).

S.V. OF SILVER SANDS	
S.V. OF SUNRISE BEACH	
<b>Total:</b>	2

**Figure 1: New Single Municipality Programs**

<b>Program</b>	<b>New Participating Municipalities</b>
Spirit River (MD)	TOWN OF SPIRIT RIVER
Two Hills	VILLAGE OF MYRNAM
Vulcan	VILLAGE OF LOMOND
<b>Total:</b>	3

**Figure 2: New Municipalities Participating in Multi-Municipality Programs**

- ♦ See Appendix A, "Programs and Program Contacts" for a complete list of municipalities and Métis Settlements participating in FCSS during 2008. The report includes a contact name for each local Program and the total population served.

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

- ◆ For the 2007-08 fiscal year, the provincial grant budget for FCSS was \$68.3 million and the municipal share was \$17.1 million for a total budget of \$85.4 million.
- ◆ For the 2008-09 fiscal year, the provincial grant budget for FCSS was \$72 million and the municipal share was \$18 million for a total budget of \$90 million.
- ◆ In April 2008, a grant budget increase of \$3.5 million for the fiscal year 2008-09 was distributed to local FCSS Programs. Municipalities receiving additional funding were provided with an option to defer unspent dollars to their 2009 operating year. This implementation strategy has been developed to ensure adequate planning for and allocation of these dollars.
- ◆ Of the 205 reconciled Annual FCSS Program Reports, 41 Programs fully expended their 80/20 funding and 95 Programs reported municipal over contributions. Another 69 Programs had unexpended dollars.

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

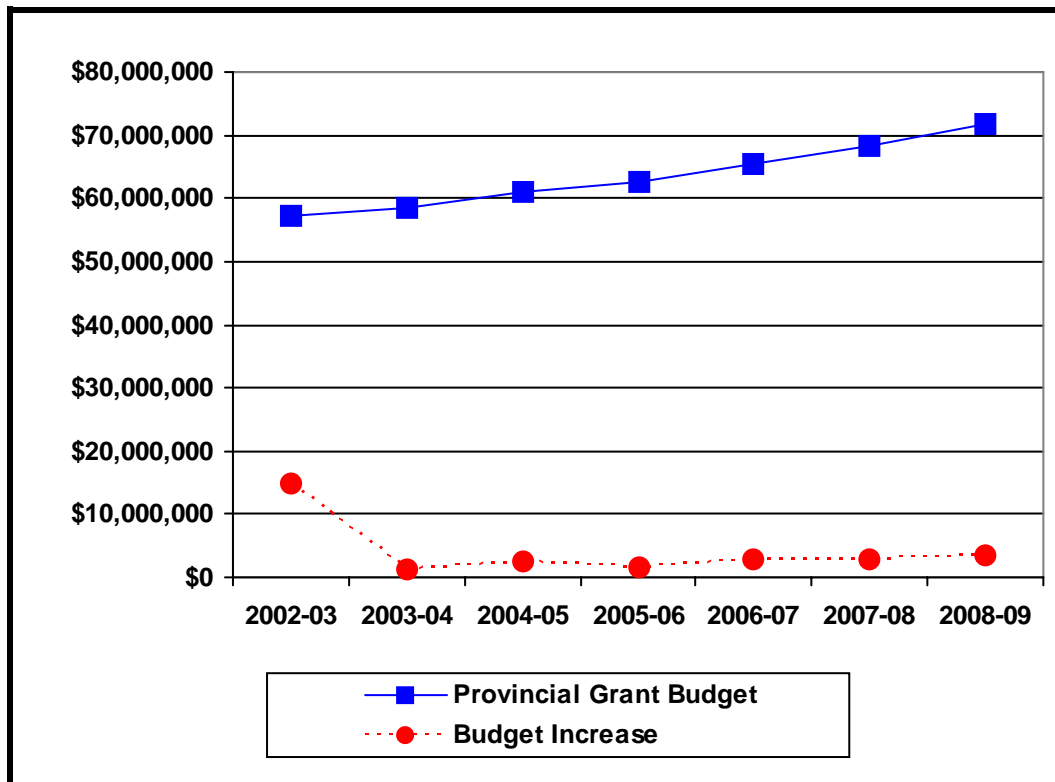
As of October 31, 2009, each of the 197 Annual FCSS Program Reports submitted by municipalities (based on calendar year reporting ending December 31, 2008) and the eight reports submitted by participating Métis Settlements (based on fiscal year reporting ending March 31, 2009), have been reviewed and reconciled by ministry staff. Local FCSS Programs are to be commended for submitting these reports in a timely manner. Data reported in this Annual Overview is based on the 205 reconciled Programs.

##### **Grant Transfers**

In 2008, 47 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 \$2,414,410. In the Annual FCSS Program Reports, these grant transfers are reported in Section 1 (Statement of Revenue and Expenditures) by the Program receiving the funds and in Section 2 (Projects and Services Report) by the Program transferring the funds.

## 6. Provincial FCSS Grant Budget

Provincial FCSS grant budget amounts for the fiscal years 2002-03 to 2008-09 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
2002-03	\$57,304,000	\$15,000,000
2003-04	\$58,599,000	\$1,295,000
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

*\*Note: "Provincial Grant Budget" and "Amount of Increase" figures shown above have been restated for the fiscal years 2003-04 to 2006-07. 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). Revenue sources include provincial funds (80%), required municipal contributions (20%), over contributions and other sources. In 2008, the FCSS partnership generated an additional \$37 million to the provincial grant. The number of local FCSS Programs with over contributions and other sources of revenues are shown below for each region (Fig. 5).

Note: The 205 local Programs (representing 316 municipalities and Métis Settlements) are divided into eight FCSS Regions. Due to rounding off of amounts, there may be slight discrepancies in totals between figures.

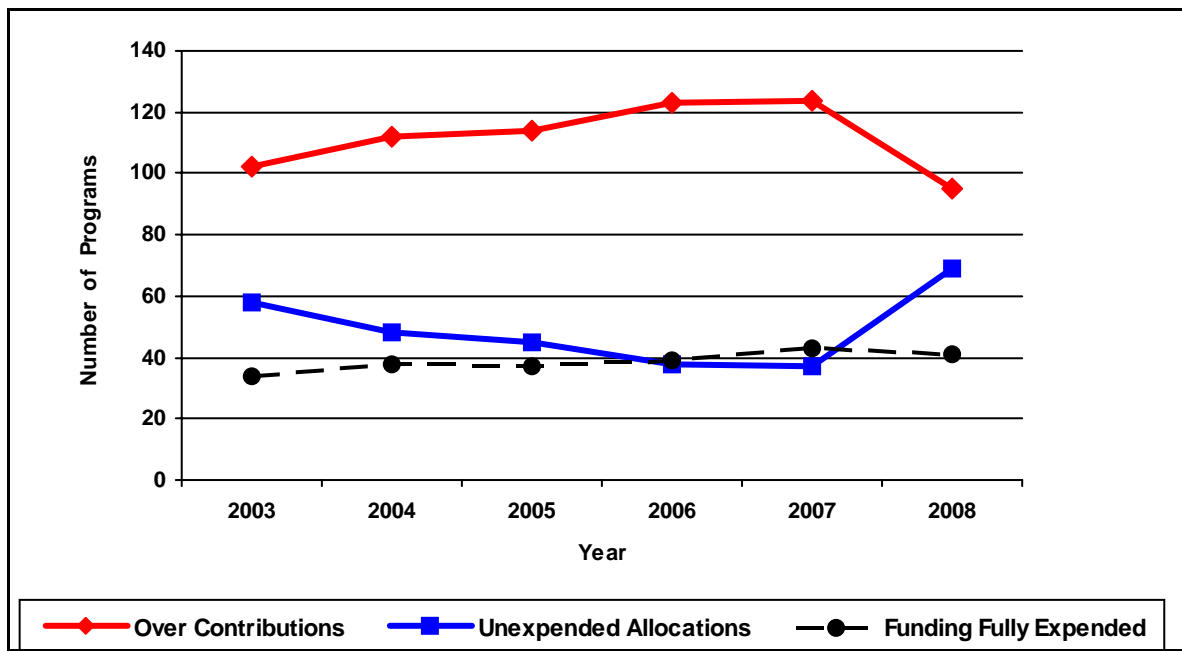
FCSS Region	Provincial Funding	Municipal Contribution	Over Contribution	Other Revenues	Total Expenditures
Northwest	\$4,060,588	\$951,847	\$850,799	\$1,167,400	\$7,086,545
Northeast	\$3,806,466	\$943,540	\$368,213	\$1,111,980	\$6,230,282
Yellowhead	\$1,100,064	\$274,986	\$139,692	\$349,527	\$1,864,269
Edmonton/Evergreen	\$21,492,576	\$5,370,356	\$6,265,123	\$2,782,329	\$35,911,364
West Central	\$5,548,930	\$1,373,685	\$111,640	\$505,554	\$7,539,809
East Central	\$3,364,924	\$819,307	\$268,059	\$525,280	\$4,993,708
Calgary/Bow River	\$25,122,378	\$6,277,880	\$2,555,451	\$1,218,413	\$35,174,777
South	\$5,594,840	\$1,392,167	\$754,214	\$583,184	\$8,324,723
<b>Total:</b>	<b>\$70,090,767</b>	<b>\$17,403,769</b>	<b>\$11,313,191</b>	<b>\$8,243,667</b>	<b>\$107,125,477</b>

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

FCSS Region	# Over Contributions	# Other Sources of Revenue	Total # Programs in Region
Northwest	23	25	49
Northeast	11	18	24
Yellowhead	6	7	7
Edmonton/Evergreen	15	17	20
West Central	9	21	24
East Central	13	31	42
Calgary/Bow River	14	16	23
South	4	13	16
<b>Total:</b>	<b>95</b>	<b>148</b>	<b>205</b>

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

In the year 2008, 41 Programs fully expended their 80/20 funding and 95 Programs reported municipal over contributions. Another 69 Programs had unexpended dollars. All 205 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 2008 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	
2003	102	58	34	1	195
	52.3%	29.7%	17.4%	0.5%	
2004	112	48	38	1	199
	56.3%	24.1%	19.1%	0.5%	
2005	114	45	37	0	196
	58.2%	23.0%	18.9%	0.0%	
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%	

The total amount of unexpended allocations and over contributions for the calendar year 2008 is compared to prior years in Figure 6b and summarized in the table below. The increase in unexpended allocations and decrease in over contributions noted in Figure 6a and Figure 6b 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 2002/03 and 2007/08, i.e., sixteen percent. Local Programs receiving increases were provided with an option to defer some unspent dollars to 2009 to ensure adequate planning for and allocation of these dollars.

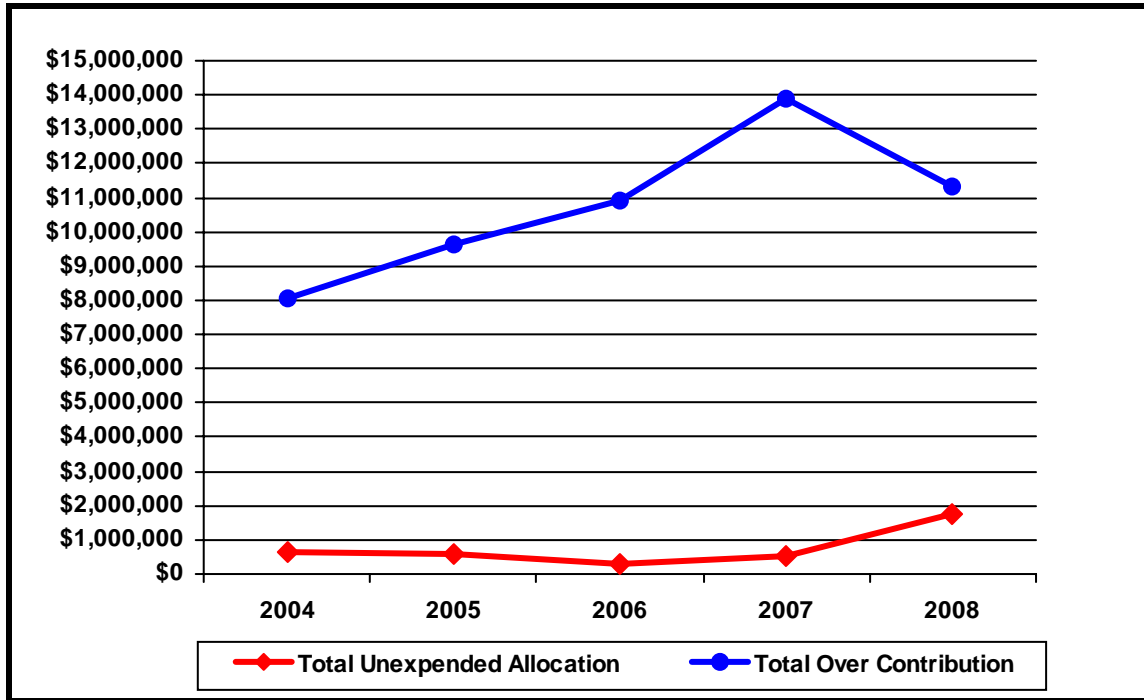


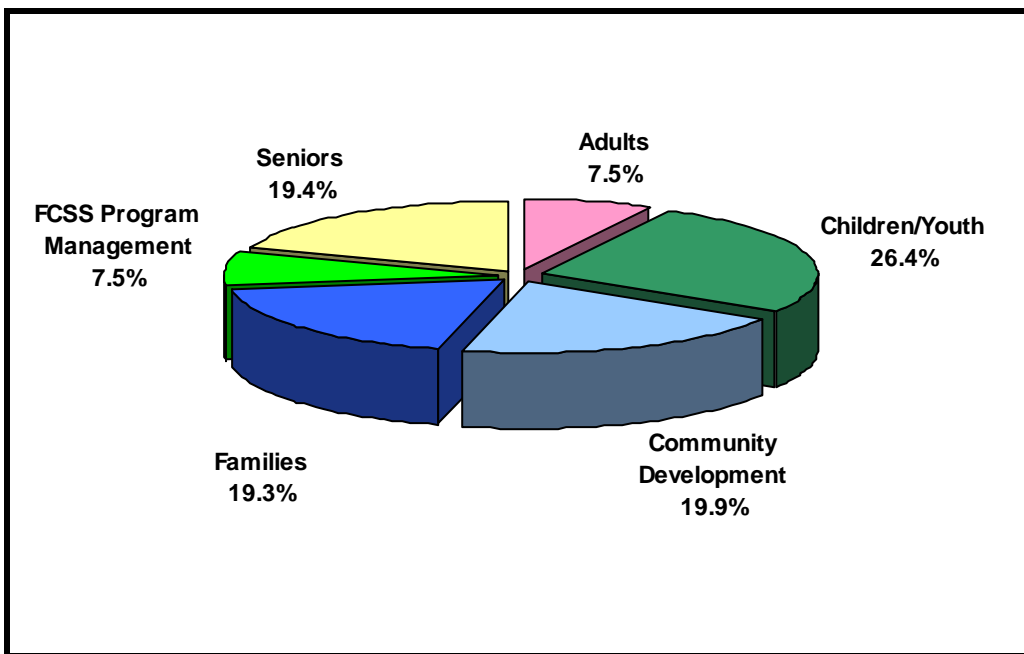
Figure 6b: Total Amount of Unexpended Allocations and Over Contributions by Year

Year	Total Unexpended Allocations	Number of Programs	Total Over Contributions	Number of Programs
2004	\$636,728	48	\$8,043,937	113
2005	\$563,141	45	\$9,643,950	114
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

## 8. Projects and Services Categories

A total of 3,719 projects and services were reported by local FCSS Programs for the reporting 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.

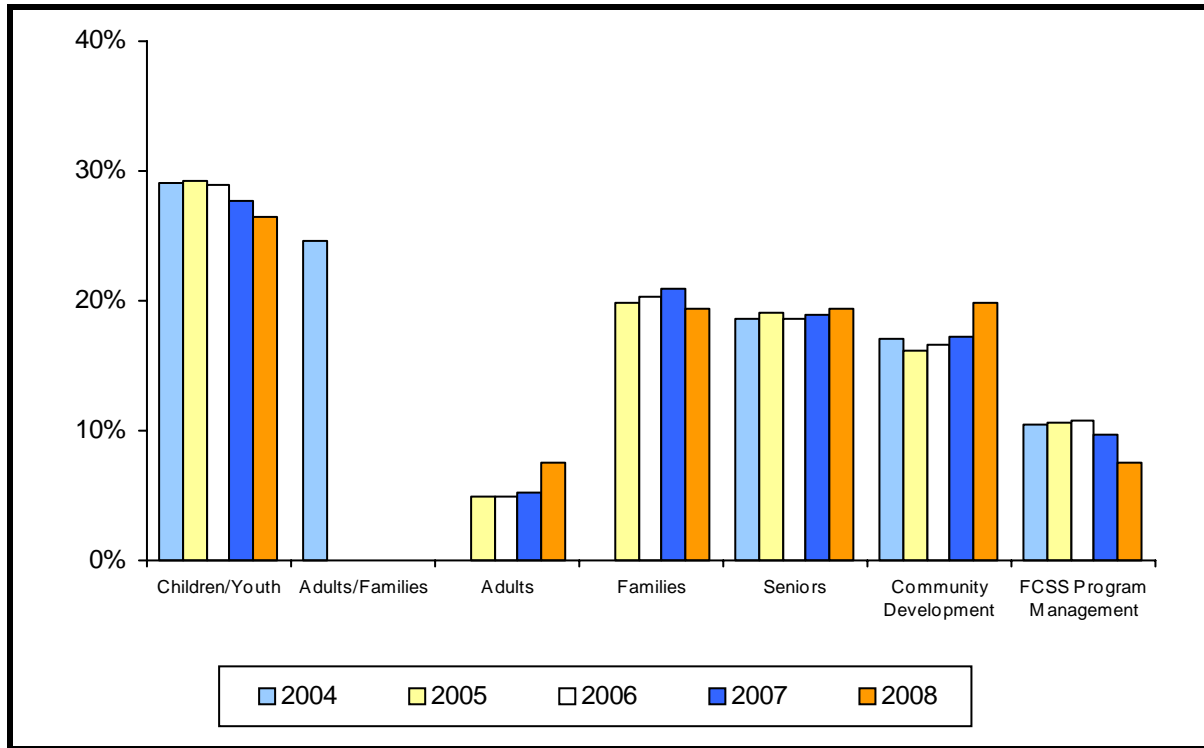


**Figure 7: Percent Expenditures in Projects and Services Categories**

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

Project Categories	Expenditures
Children/Youth	\$28,319,056
Adults	\$8,002,047
Families	\$20,726,909
Seniors	\$20,734,876
Community Development	\$21,277,285
FCSS Program Management	\$8,065,310
<b>TOTAL:</b>	<b>\$107,125,482</b>

The percentage breakdown of expenditures in projects and services categories for the calendar year 2008 is compared to prior years (Fig. 8). Note: To better reflect FCSS involvement in the provision of services for children, youth and families, the grouping "Adult/Families" was divided into separate categories starting in the 2005 reporting year. Actual expenditure amounts are shown in the table below.



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

	Children/ Youth	Adults/ Families	Adults	Families	Seniors	Community Development	FCSS Program Management	Total
<b>2004</b>	\$25,869,485 29.1%	\$21,873,328 24.6%	\$0 0.0%	\$0 0.0%	\$16,567,974 18.7%	\$15,207,056 17.1%	\$9,303,480 10.5%	\$88,821,322 100.0%
<b>2005</b>	\$27,398,246 29.2%	\$0 0.0%	\$4,648,360 5.0%	\$18,678,563 19.9%	\$17,901,950 19.1%	\$15,199,506 16.2%	\$9,968,797 10.6%	\$93,795,422 100.0%
<b>2006</b>	\$28,305,893 29.0%	\$0 0.0%	\$4,798,684 4.9%	\$19,810,585 20.3%	\$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%	\$0 0.0%	\$5,447,875 5.3%	\$21,570,031 21.0%	\$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%	\$0 0.0%	\$8,002,047 7.5%	\$20,726,909 19.3%	\$20,734,876 19.4%	\$21,277,285 19.9%	\$8,065,310 7.5%	\$107,125,482 100.0%

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.

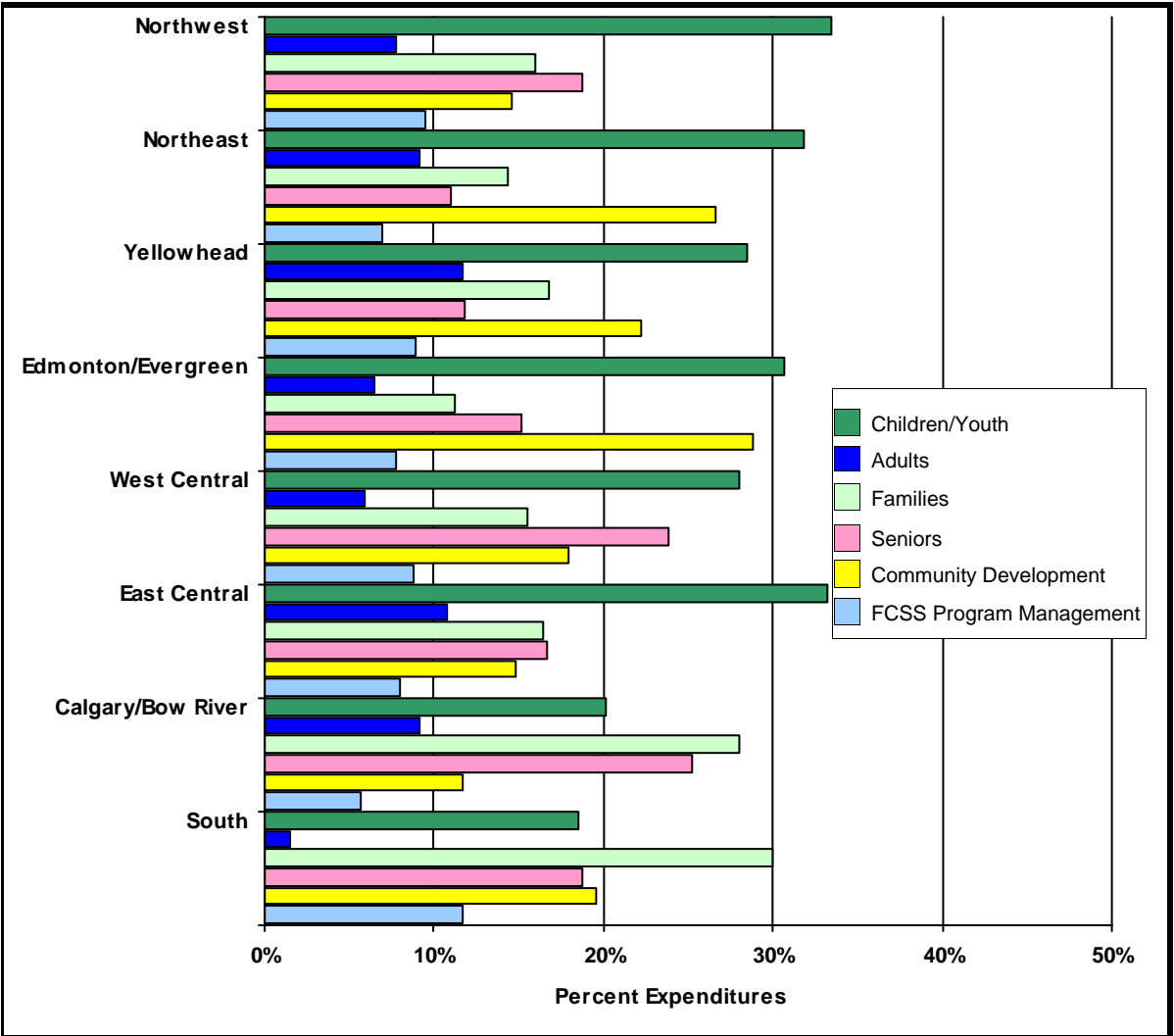


Figure 9: Percent Expenditures in Projects and Services Categories by FCSS Region

	Children/ Youth	Adults	Families	Seniors	Community Development	FCSS Program Management	Total
Northwest	\$2,368,980	\$551,944	\$1,130,586	\$1,330,736	\$1,031,727	\$672,572	\$7,086,547
Northeast	\$1,985,906	\$572,666	\$897,260	\$683,205	\$1,657,628	\$433,616	\$6,230,281
Yellowhead	\$530,728	\$218,255	\$313,925	\$219,542	\$414,613	\$167,206	\$1,864,268
Edmonton/Evergreen	\$11,014,393	\$2,333,535	\$4,030,575	\$5,425,771	\$10,331,955	\$2,775,136	\$35,911,364
West Central	\$2,112,592	\$441,879	\$1,171,267	\$1,796,575	\$1,356,283	\$661,213	\$7,539,810
East Central	\$1,659,595	\$538,103	\$818,946	\$834,686	\$741,886	\$400,497	\$4,993,712
Calgary/Bow River	\$7,103,949	\$3,223,067	\$9,869,906	\$8,878,799	\$4,113,229	\$1,985,828	\$35,174,777
South	\$1,542,913	\$122,598	\$2,494,444	\$1,565,563	\$1,629,965	\$969,241	\$8,324,723
	\$28,319,056	\$8,002,047	\$20,726,909	\$20,734,876	\$21,277,285	\$8,065,310	\$107,125,482

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

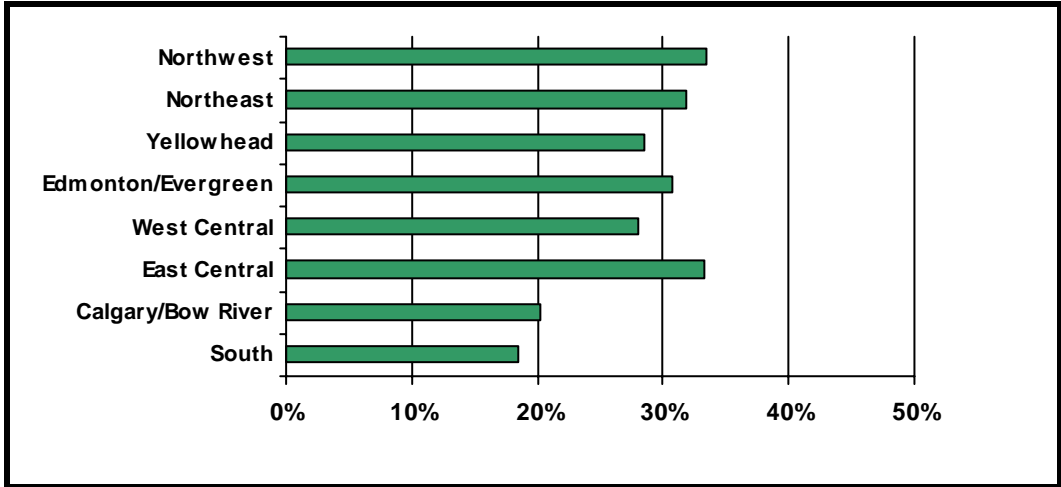


Figure 10a. Percent Expenditures to Children and Youth by FCSS Region

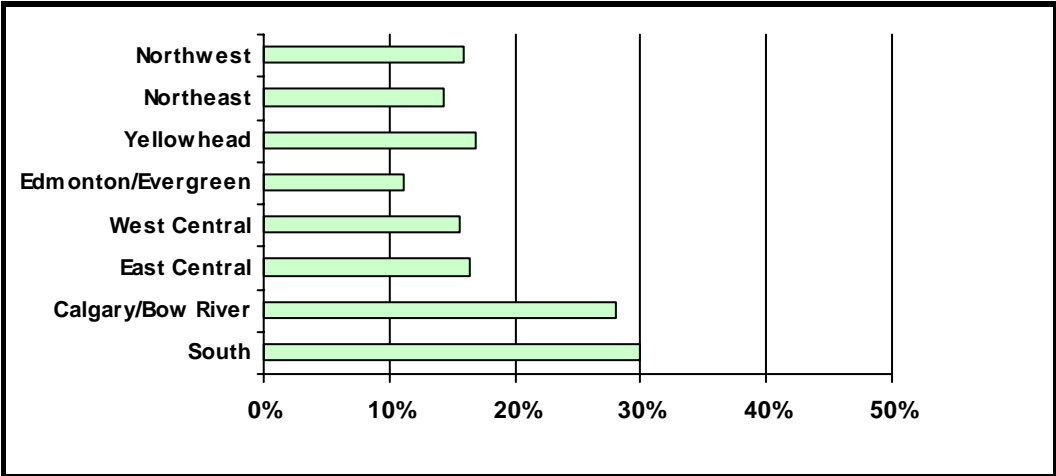


Figure 10b. Percent Expenditures to Families by FCSS Region

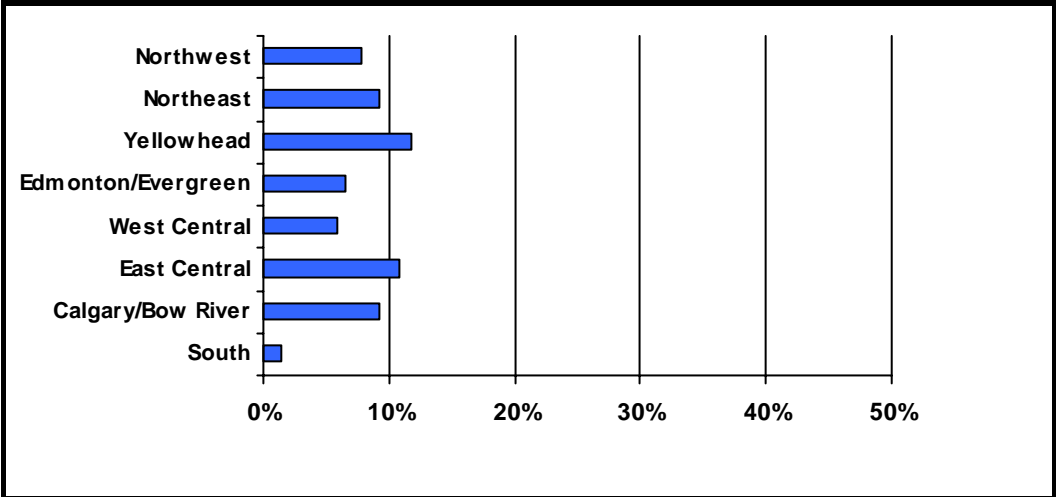
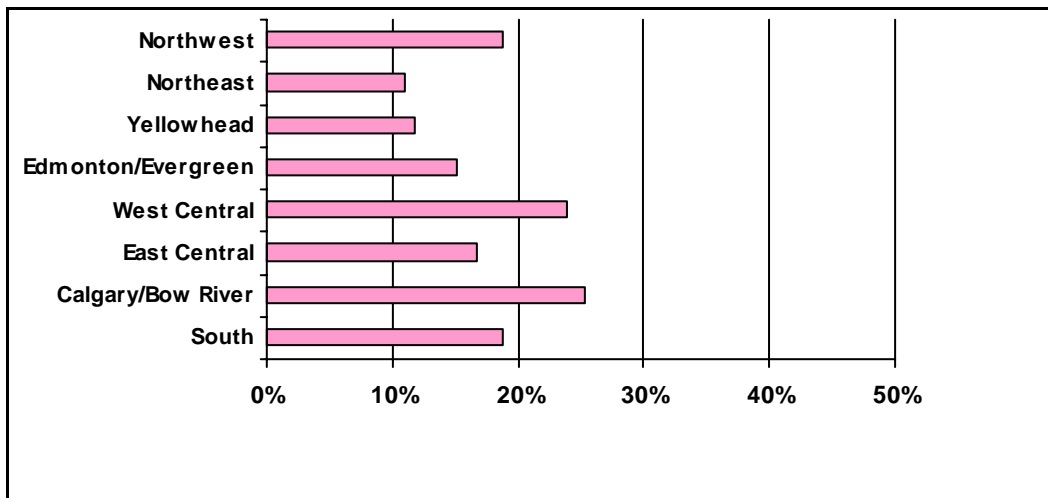
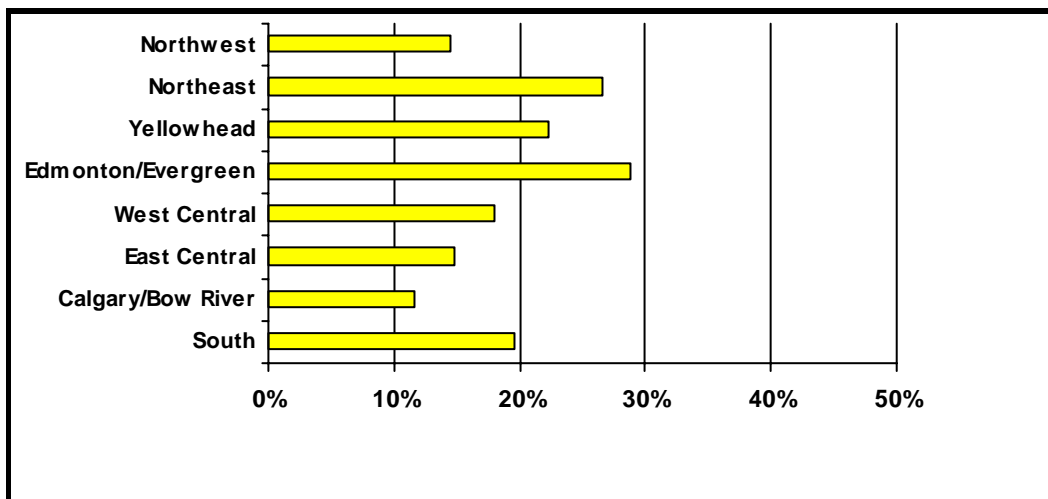


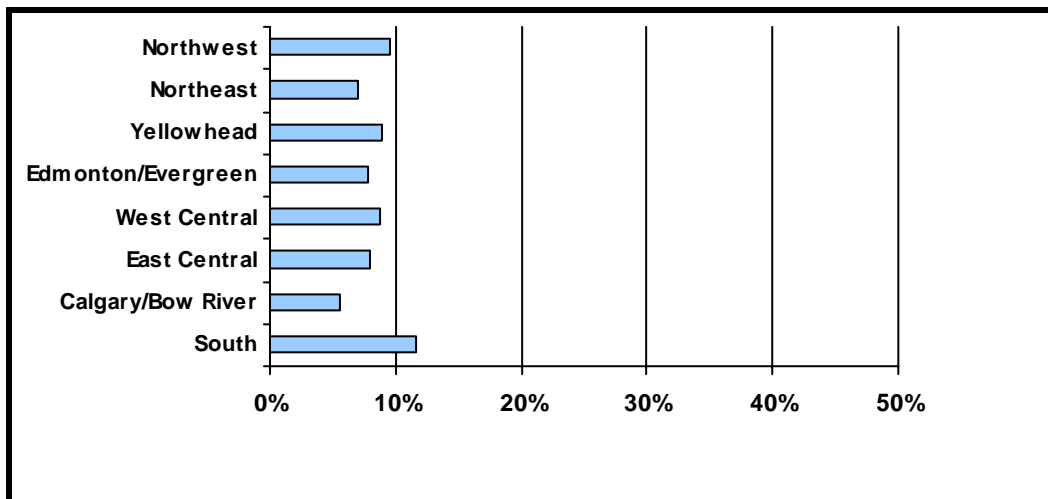
Figure 10c. Percent Expenditures to Adults by FCSS Region



**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 205 local FCSS Programs reporting for 2008, 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.

Region	Children/ Youth	Adults	Families	Seniors	Comm. Devel.	FCSS Program Management	Total # Programs in Region
<b>Northwest</b>	\$2,368,980 34	\$551,944 25	\$1,130,586 32	\$1,330,736 27	\$1,031,727 29	\$672,572 28	49
<b>Northeast</b>	\$1,985,906 21	\$572,666 16	\$897,260 19	\$683,205 21	\$1,657,628 19	\$433,616 17	24
<b>Yellowhead</b>	\$530,728 7	\$218,255 7	\$313,925 7	\$219,542 7	\$414,613 7	\$167,206 7	7
<b>Edmonton/Evergreen</b>	\$11,014,393 19	\$2,333,535 19	\$4,030,575 19	\$5,425,771 19	\$10,331,955 19	\$2,775,136 19	20
<b>West Central</b>	\$2,112,592 22	\$441,879 21	\$1,171,267 22	\$1,796,575 23	\$1,356,283 22	\$661,213 22	24
<b>East Central</b>	\$1,659,595 37	\$538,103 30	\$818,946 35	\$834,686 31	\$741,886 31	\$400,497 31	42
<b>Calgary/Bow River</b>	\$7,103,949 21	\$3,223,067 18	\$9,869,906 21	\$8,878,799 20	\$4,113,229 21	\$1,985,828 21	23
<b>South</b>	\$1,542,913 14	\$122,598 10	\$2,494,444 14	\$1,565,563 14	\$1,629,965 13	\$969,241 14	16
<b>Totals:</b>	\$28,319,056 175	\$8,002,047 146	\$20,726,909 169	\$20,734,876 162	\$21,277,285 161	\$8,065,310 159	\$107,125,482 205

**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 in which the service is being provided.

Figure 12 shows expenditures for the year 2008 sorted by Project Type Level I.

<b>Project Type</b>	<b>Total Funding</b>	<b># of Programs (out of 205)</b>
Early Child Development/Support (0-6)	\$3,939,471	111
Pre-Adolescent Development/Support (7- 12)	\$7,915,137	95
Youth Development/Support (13-17)	\$6,434,007	125
Child Development/Support (0-17)	\$14,788,757	165
Counselling	\$10,065,165	73
Information/Referral/Public Information	\$4,827,515	134
Outreach	\$25,281,198	160
Community Planning/Development	\$18,592,857	146
Volunteers	\$4,308,136	131
Transportation	\$1,214,830	23
Workshops, Conferences, Conventions	\$634,074	73
Training, Seminars, Courses	\$942,484	73
Program Administration	\$8,181,851	160
<b>Total:</b>	<b>\$107,125,482</b>	

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

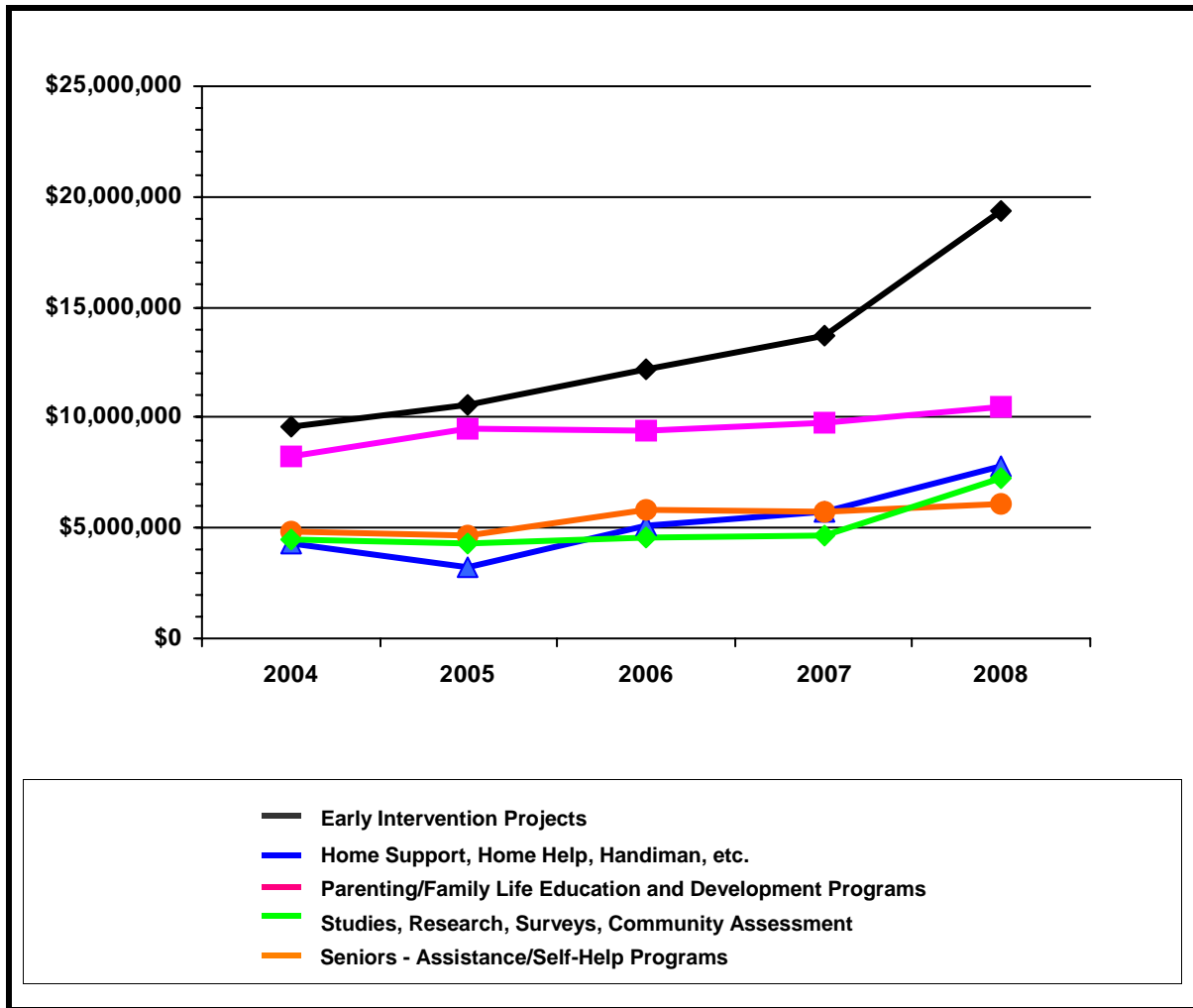
Note: Only certain types of transportation services are eligible for FCSS funding. Reference page 5-20 of the *FCSS Program Handbook* (FCSS Program Advice Inventory Listing section) for additional information.

Figure 13 shows a selection of Project Type Level II categories for the year 2008 where total expenditures exceed \$1,000,000.

<b>Project Type</b>	<b>Total Funding</b>	<b># of Programs (out of 205)</b>
Early Intervention Projects	\$19,380,819	137
Home Support, Home Help, Handiman, etc.	\$10,444,236	81
Parenting/Family Life Education and Development Programs	\$7,821,025	127
Studies, Research, Surveys, Community Assessment	\$7,248,020	73
Seniors - Assistance/Self-Help Programs	\$6,093,076	128
Out-of-School Care	\$5,519,916	42
Short-Term Crisis Intervention and Support	\$5,385,324	66
Community Centres - Drop In Centres, Family Centres, Youth Centres, Distress Centres, etc.	\$3,475,968	49
Prevention of Family Violence	\$3,098,542	46
Seniors Socialization Activities	\$2,442,985	66
Family School Liaison Worker/Program	\$2,441,728	61
Boys and Girls Clubs	\$2,414,296	27
Cross Cultural, Immigrant, Newcomer Support	\$1,875,137	30
Life Skills Programs, Self-Esteem (e.g., QUEST)	\$1,656,377	95
Volunteer Recruitment, Training, Development, and Placement Services, Registries, Centres	\$1,611,467	61
Help Lines, Crisis Lines, Distress Lines, Life lines	\$1,565,717	11
Youth - Assistance/Self-Help Programs	\$1,522,548	50
Aboriginal/Métis Programs, Services	\$1,457,737	16
Volunteer Support	\$1,296,244	46
Preschool Programs (Playgroup, Nursery School, etc.)	\$1,154,568	67
Meals on Wheels, Wheels to Meals	\$1,065,216	32
<b>Total:</b>	<b>\$88,970,946</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 2008 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**

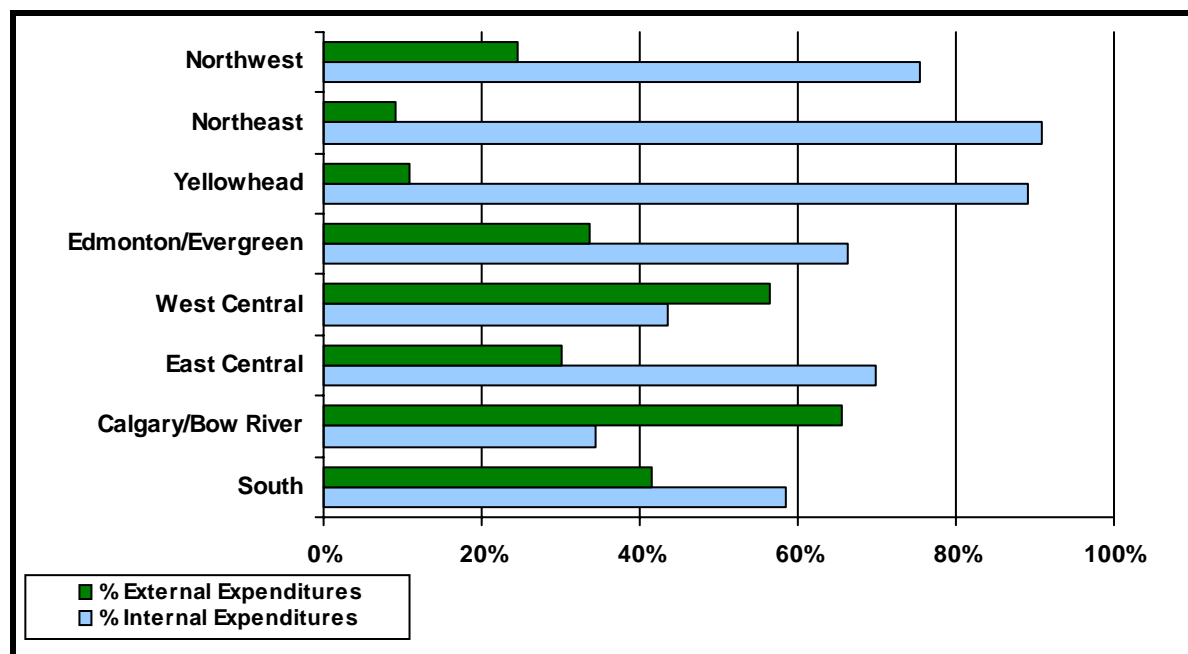
Project Type	2004	2005	2006	2007	2008
Early Intervention Projects	\$9,552,966	\$10,559,878	\$12,152,445	\$13,702,186	\$19,380,819
Home Support, Home Help, Handiman, etc.	\$8,269,126	\$9,462,175	\$9,422,562	\$9,727,669	\$10,444,236
Parenting/Family Life Education and Development Programs	\$4,315,074	\$3,254,341	\$5,132,193	\$5,743,277	\$7,821,025
Studies, Research, Surveys, Community Assessment	\$4,488,528	\$4,321,863	\$4,601,207	\$4,633,260	\$7,248,020
Seniors - Assistance/Self-Help Programs	\$4,864,971	\$4,696,970	\$5,780,327	\$5,704,860	\$6,093,076

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 is being used to report patterns and trends in service delivery over a period of time.

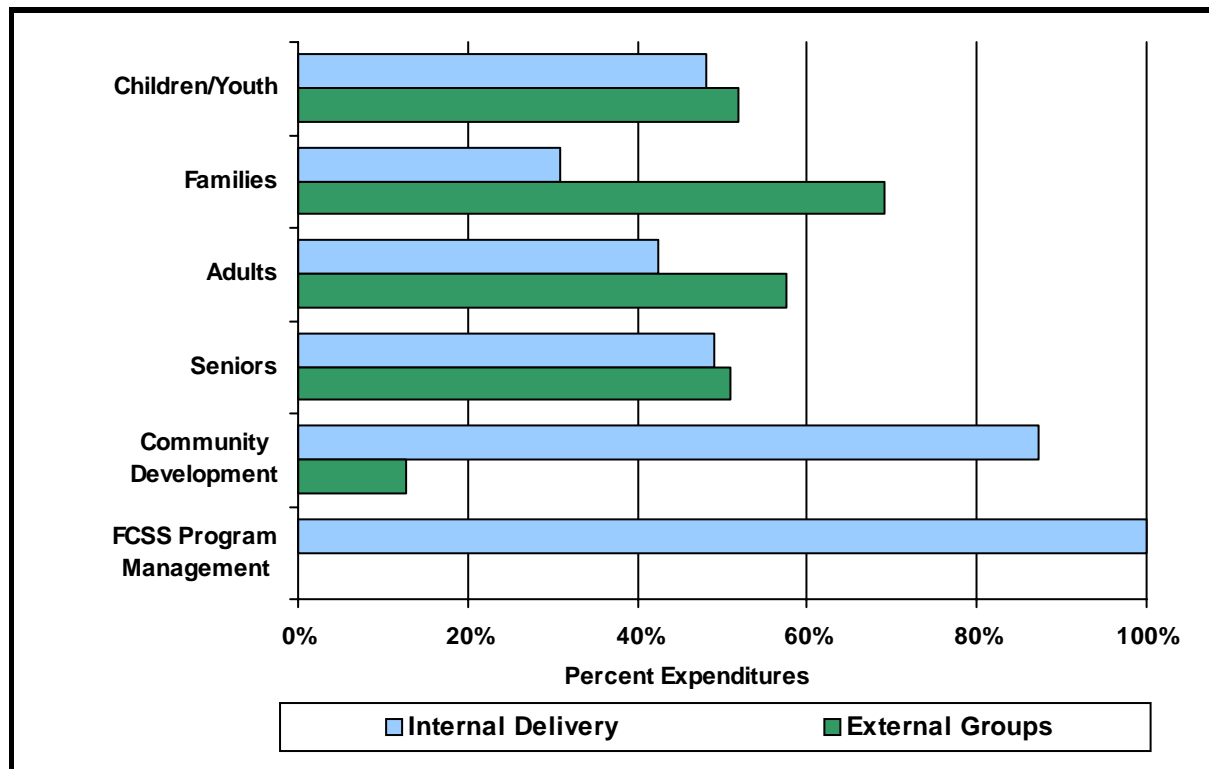
The distribution of expenditures by internal and external delivery modes for each FCSS Region is shown below (Fig. 15). The actual expenditure amounts are reported in the table.



**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	\$5,342,137	75%	\$1,744,410	25%	\$7,086,547
Northeast	\$5,654,804	91%	\$575,477	9%	\$6,230,281
Yellowhead	\$1,659,075	89%	\$205,193	11%	\$1,864,268
Edmonton/Evergreen	\$23,787,960	66%	\$12,123,404	34%	\$35,911,364
West Central	\$3,276,806	43%	\$4,263,004	57%	\$7,539,810
East Central	\$3,487,502	70%	\$1,506,210	30%	\$4,993,712
Calgary/Bow River	\$12,109,950	34%	\$23,064,827	66%	\$35,174,777
South	\$4,870,550	59%	\$3,454,174	41%	\$8,324,723
<b>TOTAL:</b>	<b>\$60,188,783</b>	<b>56%</b>	<b>\$46,936,699</b>	<b>44%</b>	<b>\$107,125,482</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.



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

Project Category	Internal Delivery	External Groups	Total
Children/Youth	\$13,603,244	\$14,715,812	\$28,319,056
Families	\$6,406,041	\$14,320,868	\$20,726,909
Adults	\$3,388,086	\$4,613,961	\$8,002,047
Seniors	\$10,178,900	\$10,555,976	\$20,734,876
Community Development	\$18,547,203	\$2,730,081	\$21,277,285
FCSS Program Management	\$8,065,310		\$8,065,310
	\$60,188,783	\$46,936,699	\$107,125,482

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

This FCSS Annual Overview provides a selection of reports primarily based on data reported in 2008 Annual FCSS Program Reports received from municipalities and 2008-09 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 to compare across a number of years are being produced. 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, are being 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 2008***

**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>34,116</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 2,734 851 167 88 104
			<b>11,536</b>
<b>Banff</b>	Ms. Alison Gerrits 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	6,177 1,523 846 1,592 3,572 7,821 1,069 10,302 3,776 6,714 297 613 305 689 1,041 383
			<b>46,720</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) 929-9143		
			<b>10,820</b>
<b>Beaverlodge</b>			
	Ms. Kathleen Turner FCSS Director Telephone # (780) 532-9722		
			<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	1,083 143
			<b>1,226</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>3,811</b>
<b>Big Valley</b>	Ms. Corinne Feusi 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 Hills</b>	Ms. Irene Cooper Chief Administrative Officer Telephone # (780) 694-3793		<b>1,610</b>
<b>Black Diamond</b>	Ms. Marie Wiebe Coordinator Telephone # (403) 933-4348		<b>1,986</b>
<b>Blackfalds</b>	Ms. Andrea Kletzel Community and FCSS Coordinator Telephone # (403) 885-6247		<b>4,843</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Bon Accord</b>	Ms. Kelly Taylor 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>5,896</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. Ken Porter Municipal Manager 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>Buffalo Lake</b>	Ms. Margaret Daniels Administrator Telephone # (780) 689-3981		<b>1,215</b>
			<b>825</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Calgary</b>	Ms. Katie Black FCSS Manager Telephone # (403) 268-5155		<b>1,042,892</b>
<b>Camrose</b>	Ms. Margaret Holliston Executive Director Telephone # (780) 672-0141	COUNTY OF CAMROSE NO. 22 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 16,543 374 232 155 193 429 323 190
			<b>26,016</b>
<b>Canmore</b>	Ms. Brenda Caston Manager Telephone # (403) 678-7126		<b>12,039</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>Cereal</b>	Ms. Mary Ann Salik Administrator Telephone # (403) 326-3823		<b>126</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Claresholm</b>	Ms. Debbie Goeseels 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 Manager Telephone # (403) 851-2250		<b>14,653</b>
<b>Cold Lake</b>	Ms. Donna Tona Acting FCSS Supervisor Telephone # (780) 594-4494		<b>12,860</b>
<b>Consort</b>	Ms. Sandra Kulyk 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>Cowley</b>	Ms. Cindy Cornish Chief Administrative Officer Telephone # (403) 628-3808		<b>219</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</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>2,648</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>Delia</b>	Ms. Marcia Raymond Chief Administrative Officer Telephone # (403) 364-3787		<b>207</b>
<b>Dewberry</b>	Ms. Sherry Johnson Acting Secretary/Treasurer Telephone # (780) 847-3053		<b>231</b>
<b>Didsbury</b>	Ms. Jolene Leutschaft FCSS Coordinator Telephone # (403) 335-8719		<b>4,599</b>
<b>Donalda</b>	Mr. Peter Simons Chief Administrative Officer Telephone # (403) 883-2345		<b>224</b>
<b>Drayton Valley</b>	Ms. Lola McGhie FCSS Coordinator Telephone # (780) 514-2204		<b>6,893</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</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>535</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>752,412</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>683</b>
<b>Elk Point</b>	Ms. Deanna Easthope Director Telephone # (780) 724-3800		<b>1,512</b>
<b>Fairview</b>	Ms. Pamela MacKay 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>527</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</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 1,019 891 197 895 134 153 217 252
			<b>8,843</b>
<b>Foothills</b>	Ms. Judy Gordon 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>16,793</b>
<b>Fox Creek</b>	Ms. Catherine Cole Community Services Director Facilitator Telephone # (780) 622-3758		
			<b>2,278</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>891</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Glendon</b>	Ms. Paula Mack Chief Administrative Officer Telephone # (780) 635-3807		<b>483</b>
<b>Grande Cache</b>	Ms. Kelly Smith Executive Director Telephone # (780) 827-2296		<b>3,783</b>
<b>Grande Prairie (City)</b>	Ms. Donelda Laing FCSS Manager Telephone # (780) 538-0409		<b>50,227</b>
<b>Grande Prairie (County)</b>	Ms. Kathleen Turner FCSS Director Telephone # (780) 532-9722		<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 6,862 978 388 405
			<b>22,214</b>
<b>Greenview</b>	Ms. Sandy Miller FCSS 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>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</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. Lonny Miller Town Manager Telephone # (780) 523-3388		<b>2,836</b>
<b>High River</b>	Ms. Shelley Koot FCSS Manager Telephone # (403) 652-8620		<b>10,716</b>
<b>Hines Creek</b>	Ms. Leila Sumner Acting Chief Administrative Officer Telephone # (780) 494-3690		<b>430</b>
<b>Hinton</b>	Ms. Olga Uloth Supervisor Telephone # (780) 865-6031		<b>9,769</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>7,691</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</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>1,020</b>
<b>Kinuso</b>	Mr. Brad Watson Administrator Telephone # (780) 775-3570		<b>219</b>
<b>Kitscoty</b>	Mr. Harold Trew Chief Administrative Officer Telephone # (780) 846-2221		<b>781</b>
<b>Kneehill</b>	Ms. Shelley Jackson Director Telephone # (403) 443-3800	KNEEHILL COUNTY TOWN OF THREE HILLS TOWN OF TROCHU VILLAGE OF ACME VILLAGE OF CARBON VILLAGE OF LINDEN	5,218 3,322 1,058 656 570 741
			<b>11,565</b>
<b>Lac La Biche</b>	Ms. Anita Polturak Coordinator Telephone # (780) 623-7979		<b>9,123</b>
<b>Lac Ste. Anne</b>	Ms. Trista Court Recreation and FCSS Director Telephone # (866) 880-5722		<b>10,220</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Lacombe (County)</b>			
	Mr. Terry Hager County Commissioner Telephone # (403) 782-6601		
			<b>10,507</b>
<b>Lacombe (Town)</b>			
	Ms. Maribeth Friesen Executive Director Telephone # (403) 782-6637		
			<b>11,562</b>
<b>Lamont (County)</b>			
	Ms. Sara Rindero FCSS Director Telephone # (780) 895-7751		
		LAMONT COUNTY	3,925
		TOWN OF MUNDARE	712
		VILLAGE OF CHIPMAN	238
			<b>4,875</b>
<b>Lamont (Town)</b>			
	Ms. Betty Malica Office Assistant Telephone # (780) 895-2010		
			<b>1,664</b>
<b>Leduc (City)</b>			
	Ms. Donna Brock Director Telephone # (780) 980-7152		
			<b>20,529</b>
<b>Leduc (County)</b>			
	Ms. Jennifer Hourihan Director Telephone # (780) 955-6411		
		LEDUC COUNTY	12,730
		TOWN OF CALMAR	1,992
		TOWN OF DEVON	6,361
		VILLAGE OF NEW SAREPTA	432
		VILLAGE OF THORSBY	945
		VILLAGE OF WARBURG	621
			<b>23,081</b>
<b>Legal</b>			
	Ms. Cathy Proulx FCSS Coordinator Telephone # (780) 961-3738		
			<b>1,192</b>
<b>Lesser Slave River</b>			
	Ms. Debbie Conrad Director of Finance Telephone # (780) 849-4888		
			<b>2,820</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Lethbridge</b>	Ms. Diane Randell Social Planner Telephone # (403) 320-3917		<b>83,960</b>
<b>Lloydminster</b>	Mr. Ward Read Community Development Officer Telephone # (780) 875-6184		<b>16,786</b>
<b>Longview</b>	Ms. Alana Healy-Newton 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%)	2,254 1,493
			<b>3,747</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 GRANDVIEW S.V. OF NORRIS BEACH S.V. OF POPLAR BAY	155 112 127 40 84
			<b>518</b>
<b>Manning and District</b>	Mrs. Arlene Henitiuk Director Telephone # (780) 836-2170		<b>1,493</b>
<b>Mannville-Minburn-Innisfree</b>	Ms. Jannette Riedel Director Telephone # (780) 763-3005	VILLAGE OF MANNVILLE VILLAGE OF INNISFREE VILLAGE OF MINBURN	782 233 65
			<b>1,080</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</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>	Ms. Karen Charlton Manager of Community Development Telephone # (403) 529-8310		<b>60,426</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. Melonie Dziwenka FCSS Coordinator Telephone # (780) 939-4361		<b>7,228</b>
<b>Morrin</b>	Ms. Annette Plachner Administrator Telephone # (403) 772-3870		<b>253</b>
<b>Mountain View</b>	Ms. Michelle Honeyman FCSS Director Telephone # (403) 335-3311		<b>12,570</b>
<b>Munson</b>	Mr. Lyle Cawiezel Administrator Telephone # (403) 823-6987		<b>217</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Nampa</b>	Ms. Susan Bowling Director Telephone # (780) 322-3954		<b>373</b>
<b>Nanton</b>	Ms. Nicole Van Langen Director Telephone # (403) 646-2436		<b>2,055</b>
<b>Northern Lights</b>	Ms. Theresa Van Oort Chief Administrative Officer Telephone # (780) 836-3348		<b>3,556</b>
<b>Northern Sunrise</b>	Mr. Bob Miles Chief Administrative Officer Telephone # (780) 624-0013		<b>2,664</b>
<b>Okotoks</b>	Ms. Linda Blasetti Coordinator Telephone # (403) 938-8935		<b>19,996</b>
<b>Olds</b>	Mr. Stuart Ray 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>875</b>
<b>Opportunity</b>	Ms. Jeanne Cardinal Program 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	1,105 545
			<b>1,650</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Paddle Prairie</b>	Ms. Joanne Ducharme Community Services Coordinator Telephone # (780) 981-2227		<b>678</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>29,679</b>
<b>Peace</b>	Mr. Lyle McKen Administrator Telephone # (780) 338-3845		<b>1,487</b>
<b>Peace River</b>	Mr. James Bazan-Lindsay Acting 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>797</b>
<b>Pincher Creek (M.D.)</b>	Ms. Loretta Thompson Chief Administrative Officer Telephone # (403) 627-3130		<b>3,309</b>
<b>Pincher Creek (Town)</b>	Ms. Dianne Burt Stuckey Acting FCSS Coordinator Telephone # (403) 627-4322		<b>3,712</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Ponoka</b>	Ms. Joanne Comeau Executive Director Telephone # (403) 783-4462	TOWN OF PONOKA	6,576
		PONOKA COUNTY (52.9%)	4,579
			<b>11,155</b>
<b>Provost</b>	Ms. Leslie Steffenhagen Director Telephone # (780) 753-2288	TOWN OF PROVOST	2,078
		M.D. OF PROVOST NO. 52	2,547
		VILLAGE OF CZAR	175
		VILLAGE OF HUGHENDEN	266
			<b>5,066</b>
<b>Rainbow Lake</b>	Ms. Stephanie Cross 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	87,816
		RED DEER COUNTY	19,108
		TOWN OF BOWDEN	1,205
		TOWN OF PENHOLD	2,114
		VILLAGE OF DELBURNE	765
		VILLAGE OF ELNORA	338
			<b>111,346</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	2,496
		PONOKA COUNTY (47.1%)	4,061
			<b>6,557</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Rocky View</b>	Mr. Randy Ell FCSS Coordinator Telephone # (403) 230-1401		<b>34,597</b>
<b>Ross Haven</b>	Mr. Dennis Evans Municipal Administrator Telephone # (780) 446-1426		<b>198</b>
<b>Saddle Hills</b>	Ms. Faye Kary Interim 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 Director Telephone # (780) 849-8019		<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. Shirley Lorimer FCSS Director Telephone # (780) 656-3674		<b>1,010</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</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>South East Rocky View</b>	Ms. Patty Sproule Director Telephone # (403) 207-7099		
			<b>12,589</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. Rochelle Kolosky FCSS Assistant Telephone # (780) 864-3500	M.D. OF SPIRIT RIVER TOWN OF SPIRIT RIVER VILLAGE OF RYCROFT	662 1,148 638
			<b>2,448</b>
<b>Spruce Grove</b>	Mr. Ken Luck Director Telephone # (780) 962-7633		
			<b>19,496</b>
<b>St. Albert</b>	Mr. Scott Rodda Director Telephone # (780) 459-1511		
			<b>58,501</b>
<b>St. Paul (Town)</b>	Ms. Linda Boone FCSS Director Telephone # (780) 645-5313		
			<b>5,441</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>St. Paul County</b>	Ms. Tammy Elkow Director Telephone # (780) 645-3301		<b>5,925</b>
<b>Starland County</b>	Mr. Ross D. Rawlusyk Administrator Telephone # (403) 772-3793		<b>2,371</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. Christine Perina Director Telephone # (780) 963-8588		<b>12,363</b>
<b>Strathcona</b>	Ms. Jackie Winter Manager Telephone # (780) 464-4044		<b>85,521</b>
<b>Sturgeon</b>	Mr. Terry Cashin Community Services Manager Telephone # (780) 939-8335		<b>19,165</b>
<b>Sundre</b>	Ms. Wendy Dichrow Director Telephone # (403) 638-1011		<b>2,518</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Sunrise Beach</b>			
	Mr. Rod Griffiths Chief Administrative Officer Telephone # (780) 967-0008		<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	11,115
		S.V. OF BIRCHCLIFF	125
		S.V. OF HALF MOON BAY	32
		S.V. OF JARVIS BAY	183
		S.V. OF NORGLLENWOLD	270
		S.V. OF SUNBREAKER COVE	137
			<b>11,862</b>
<b>Thorhild (Village)</b>			
	Ms. Lori Lahti Director Telephone # (780) 398-3688		<b>505</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	1,876
		BEAVER COUNTY (50%)	2,838
		VILLAGE OF RYLEY	458
			<b>5,172</b>
<b>Turner Valley</b>			
	Mr. Stan Ogrodniczuk 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	1,232 362
			<b>1,594</b>
<b>Two Hills (County)</b>	Mr. Robert Jorgensen Chief Administrative Officer Telephone # (780) 657-3358		
			<b>2,801</b>
<b>Val Quentin</b>	Mr. Dennis Evans Municipal Administrator Telephone # (780) 460-7226		
			<b>181</b>
<b>Vegreville</b>	Ms. Laurie Evans Director Telephone # (780) 632-3966		
			<b>5,520</b>
<b>Vermilion (Town)</b>	Ms. Carol Coleman Coordinator Telephone # (780) 853-5358		
			<b>4,472</b>
<b>Vermilion River County</b>	Ms. Sharon Williams 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>Vilna</b>	Ms. Twila Bauman Chief Administrative Officer Telephone # (780) 636-3620		
			<b>274</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</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 3,830 261 384 175
			<b>6,590</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. Lori Parker Chief Administrative Officer Telephone # (780) 766-2269		
			<b>1,443</b>
<b>Westlock</b>	Ms. Christine Danyluk Director Telephone # (780) 349-5900	WESTLOCK COUNTY TOWN OF WESTLOCK VILLAGE OF CLYDE	6,910 4,964 470
			<b>12,344</b>
<b>Wetaskiwin (City)</b>	Ms. Virginia Lehman Manager Telephone # (780) 361-4425		
			<b>11,673</b>
<b>Wetaskiwin (County)</b>	Ms. Sharon James-Lock Coordinator Telephone # (780) 352-3321		
			<b>10,535</b>

<b>Program</b>	<b>Contact</b>	<b>Participating Municipalities</b>	<b>Population</b>
<b>Wheatland (County)</b>			
	Ms. Sharon Tibeau Program Coordinator Telephone # (403) 934-5335	WHEATLAND COUNTY TOWN OF STRATHMORE VILLAGE OF HUSSAR VILLAGE OF ROCKYFORD VILLAGE OF STANDARD	8,164 11,335 187 349 380
			<b>20,415</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>88,131</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>		205	
<b>Total Number Municipalities (at Dec 31):</b>		316	
<b>Total Population:</b>			3,427,482

**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 2008.

## APPENDIX B

### ALBERTA CHILDREN AND YOUTH 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

<b>Name</b>	<b>Title</b>	<b>Telephone No.</b>	<b>E-mail</b>
Tim Moorhouse	Director	(780) 422-3305	<a href="mailto:Tim.Moorhouse@gov.ab.ca">Tim.Moorhouse@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>
Deb 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>