



**2021 FCSS & United Way / Chestermere Partnership Grant
Proposal Information Package
Funding Period: January 1 – December 31, 2021**

The Community Support Services Department is inviting project proposals for the provision of preventative social services to the residents of Chestermere. In conjunction with the Human Services Advisory Board, we are looking for a wide range of services that increase the social well-being of individuals, families and the community through Prevention, Early Intervention and Community Development. Funding is available through both FCSS and the United Way Partnership.

INTRODUCTION

1. Please read ALL of the information carefully prior to completing your submission.
2. **INCOMPLETE PROPOSALS WILL NOT BE ACCEPTED.**
3. An applicant proposing to deliver multiple services/programs must complete a Part B response for **EACH** unique service/program including separate budget sheets.
4. Service Providers may be required to make a presentation on their proposal.
5. Proposals will be reviewed as quickly as possible and all Service Providers will be contacted once funding decisions have been made.
6. Successful Service Providers will be required to sign either a Memorandum of Understanding or a Letter of Agreement with the City of Chestermere. This agreement will include details of payment, financial and program reporting, along with other funding conditions.

SUBMISSION

Hard copy submissions, addressed to the Administrative Assistant, Community Support Services Department, can be delivered by courier, hand, or mail as well as accepted by reception at City Hall and must be received **no later than 4 pm MST Wednesday, September 30, 2020.**

LATE PROPOSALS WILL NOT BE ACCEPTED.

Address: City of Chestermere
105 Marina Road
Chestermere, AB
T1X 1V7

INQUIRIES

For inquiries, please connect with the appropriate staff person listed below.

Submission Inquiries (Content of Proposal)

Marla Polachek
Team Lead, Community Support Services
Phone: (403) 207-7050 ext.7028
Fax: (403) 569-0512
E-mail: mpolachek@chestermere.ca

Technical Inquiries (Process of Proposal)

Muriel Gavilan
Administrative Assistant, Community Support Services
Phone: (403) 207-7050 ext.7063
Fax: (403) 569-0512
E-mail: mgavilan@chestermere.ca

SCHEDULE

The City of Chestermere, Community Support Services, reserves the right to change the Schedule as needed.

Release of Documents	12:00 p.m., Friday, August 21, 2020
Deadline for Proposals	4:00 p.m., Wednesday, September 30, 2020
Notification of Awards Issued	Friday, October 30, 2020
Project Period	January 1, 2021 – December 31, 2021

RESOURCES

The following documents are referenced throughout the Information Package, Proposal Template, Part B Additional Programs Template and Social Investment Framework. All of these documents are attached and will assist in the completion process.

[APPENDIX A](#)

Community Support Services Social Investment Framework

[APPENDIX B](#)

FCSS Funding Criteria and Guidelines

[APPENDIX C](#)

United Way Funding Criteria and Guidelines

[APPENDIX D](#)

Frequently Asked Questions (FAQ's)

[APPENDIX E](#)

Risk and Protective Factors

[APPENDIX F](#)

Proposal Evaluation

[DEFINITIONS](#)

Comprehensive list of terminology located in the proposal and all supporting documentation.

[ANNOTATED BIBLIOGRAPHY](#)

Comprehensive list of reference documents in the Social Investment Framework

GENERAL TERMS

Proposed projects may be expansions of an existing program or a new program.

Service Providers may submit a proposal for one project or for multiple projects, however a Part B of the proposal must be submitted for each project separately (Part B Additional Programs Template). Each project proposal will be evaluated separately.

Selection Criteria and Procedures

Eligibility

Eligible Service Providers:

- Not-for profit organizations
 - Non-profit organizations
 - Registered Charities
- * United Way funding requires charitable status

Evaluation Criteria

The Following criteria will be considered in the evaluation of all proposals (reference documents and definitions are attached where applicable):

- a) Organizational capacity;
- b) Provision of previous year's financial statements, review engagement or audit;
- c) Alignment with a priority area identified in the Community Support Services Social Investment Framework (**See [Appendix A](#)**);
- d) Fulfill an identified need for service enhancement or gap;
- e) Service delivery strategy ([Prevention](#), [Early Intervention](#) or [Community Development](#)) (**See [Appendix A](#)**);
- f) For FCSS funding, program meets FCSS mandate;
- g) For United Way funding, program meets United Way mandate;
- h) Demonstrated experience with or the potential to provide Prevention, Early Intervention or Community Development programs and/or services;
- i) Primary client population of your program must be residents of Chestermere; and
- j) Demonstrated capacity to achieve Priority Outcomes as identified in [Appendix A](#).

Confidentiality and Security

Authority

All proposals shall be signed by an authorized employee or Board member.

Use of Documentation

This document or any additional information may not be used for any purpose other than the submission of proposals.

Access to Documentation

Access to this document, and any additional information gained while completing the funding process must be strictly controlled to maintain the confidentiality of the information.

Confidentiality

Information pertaining to the City of Chestermere obtained by the Service Provider as a result of participation in this project is confidential and must not be disclosed without written authorization from the City of Chestermere.

Freedom of Information and Protection of Privacy Act

All documents submitted to the City of Chestermere are subject to the protection and disclosure provisions of the Freedom of Information and Protection of Privacy Act. While this Act allows persons a right of access to records in the City's custody or control, it also prohibits the City of Chestermere from disclosing your personal or business information where disclosure would be harmful to your business interests or would be an unreasonable invasion of your personal privacy as defined in sections 15 and 16 of the Act. Service Providers are encouraged to identify what portions of their submissions are confidential and what harm could reasonably be expected from its disclosure.

The purpose of collecting the personal information required in the 2021 FCSS and United Way/Chestermere Partnership Grant Proposal is to enable the City of Chestermere to ensure the accuracy and reliability of the proposal, to evaluate your proposal and for other related program purposes of the City of Chestermere. You may contact the FOIP Coordinator at 105 Marina Road, Chestermere and (403) 207-7050 if you have any questions about the collection of information pursuant to this proposal.

General

The following terms will be enforced if the Service Provider is successful in securing funding through this proposal process. Service Providers submitting a proposal agree to the following terms as a condition of their submission:

Occupational Health & Safety

The Service Provider shall comply with the provisions of the Occupational Health and Safety Act, Statutes of Alberta, 2000, Chapter 0-2, and amendments there to and regulations there under, and shall at all times ensure that all equipment and manpower at the work site shall comply with the requirements of the said Act and regulations there under. This includes Work Place Violence and Working Alone Policies.

Please contact the Community Support Services Department if you need more information or assistance, we can help.

Insurance

The Service Provider shall provide the following insurance, to be placed with a company and in a form as may be acceptable to the City. This insurance shall remain in force until the termination of the agreement, unless otherwise stipulated, and shall provide for THIRTY (30) days prior notice of cancellation, lapse or material change.

Comprehensive Insurance

Comprehensive General Liability Insurance protecting the Service Provider, their respective servants, agents or employees and to indemnify and save harmless the City of Chestermere from and against all claims, losses, demands, actions, payments, suits, recoveries, judgements, or settlements of any kind brought against or recovered from Chestermere in any manner directly or indirectly caused, occasioned, or contributed to in whole or in part of any act, omission, fault, or negligence whether active or passive of the Agency or of anyone acting under its direction or control or on its behalf in connection with or incidental to carrying out the Programs. Such indemnification shall survive the termination of the Agreement.

This insurance shall be for the amount of no less than TWO MILLION DOLLARS (\$2,000,000.00) inclusive per occurrence and shall include a standard form cross liability clause (naming the City as an additional insured on the policy).

Licensing

The Service Provider is responsible to ensure that all the licenses that are required by any and all regulatory bodies are applied for, approved and maintained in compliance with the appropriate legislation.

No Subcontract

The selected Service Provider(s) will provide all services and will not subcontract or otherwise assign any of the work awarded through the Agreement without formal, written consent from the City.

Funding Duration

The contract duration will begin on January 1, 2021 and end on December 31, 2021.

Additional Requirements of Successful Proponents (Agreement Terms)

The conditions successful Service Providers are subject to for FCSS and United Way funding including financial and project reporting requirements, insurance and participation requirements are governed by formal written agreement. A general summary of these terms are as follows:

Required:

- a. To keep proper accounting records;
- b. To complete and submit reporting requirements in a timely manner including:
 - i. Annual Organization Financial Statements;
 - ii. June 30th Year to Date Project Budget and Expense Report due July 31, 2021;
 - iii. One Progress Meeting and/or a Mid-Year Presentation to the Board;
 - iv. Final Year End Project Budget and Expense Report due by January 31, 2022 for United Way funded agencies and February 28, 2022 for FCSS funded agencies;
 - v. Annual Outcomes Measures Project Report due by January 31, 2022 for United Way funded agencies and February 28, 2022 for FCSS funded agencies;
- c. Develop/update a program logic model for each funded project in conjunction with a Community Support Services staff member from the City of Chestermere by September 24, 2021 (Outcomes and Logic Model Training and a standardized template will be provided);
- d. To apply revenue raised through the Project to the expenses of the Project;
- e. To limit significant changes to the budget within or between major categories to no more than 20% of the total project budget;
- f. To limit administrative expenditures (Administrative staff salaries, insurance, office equipment etc.) to a maximum of 12% of the overall budget (to be reported separately as costs line by line within the Administrative Section of the Project Budget or charged directly as an Administrative Fee);
- g. To give immediate notice in writing (minimum of 30 days' notice for FCSS Funding and minimum of 30 days' notice for United Way funding) if the organization discontinues or intends to discontinue the Project;
- h. To consistently give public recognition to Chestermere FCSS or United Way/Chestermere Partnership; and,
- i. To comply with all laws, including the Freedom of Information and Protection of Privacy Act and the Personal Information Protection Act (Alberta).

To Provide Upon Request:

- a. Information concerning all services provided by the organization;
- b. Details of all sources of revenue and listing of expenses for the organization;
and,
- c. A complete list of the members of the organization's Board of Directors and other officials.

Monitoring and Reporting:

As a continuation of practice, throughout the duration of this funding term (January 1 – December 31, 2021) the Human Services Advisory Board will be provided with a record of each funded organization's reporting responses. To ensure best use of resources, funded organizations that fail to meet deadlines, attend required meetings, submit incomplete reporting or fail to report in the required templates may jeopardize their funding within the terms of the Funding Agreement.

APPENDIX A: SOCIAL INVESTMENT FRAMEWORK

City of Chestermere's Social Investment Framework - *Achieving Shared Community Outcomes through a Collective Impact Approach*

The Social Investment Framework (SIF) is an overarching vision created to coordinate funding and shape social programs offered to individuals, families, and community groups who call Chestermere home. At a local level, a mixed service delivery model is practiced by the City of Chestermere allowing the municipality to provide services directly to residents, as well as, facilitate funding partnerships between the City's Community Support Services department with other levels of government, charities, non-profits, and businesses. These actions contribute to advancing equity and social inclusion through the following goals:

- Healthy, Connected, and Engaged Individuals & Families
- Vibrant, Connected, and Engaged Neighbourhoods & Communities
- Positive Mental Health

The intent of this framework involves two core functions: 1) standardizing funding practices, and 2) informing decision making related to the allocation of investments to priority areas and social programming initiatives. The SIF also embodies the mandates of its funding sources, these being the Provincial Family and Community Support Services program and regional United Way/Chestermere Partnership. Through this joint endeavour, the municipality and its community partners are enabled to flexibly offer programs and services through [prevention](#), [early intervention](#) and/or [community development](#) service delivery strategies. Furthermore, investing in programs that enhance the well-being of individuals, families, and communities also complements and aligns with all of the City of Chestermere Council's Priorities and Outcomes: Pathways to Amazing Chestermere.

This investment framework contributes to Chestermere's social fabric by supporting the development of local social infrastructure, strengthening the local social safety net, and increasing social inclusion. By leveraging financial resources in achieving the identified key priority areas, our community will be better equipped in increasing protective factors and reducing risk factors as it relates to addressing social issues occurring at individual and community levels. Through a collective impact approach, partnerships can reduce the impact of systemic factors that create conditions of vulnerability and further perpetuate them.

Overarching Goals and Priority Outcomes:

- Healthy, Connected, and Engaged Individuals & Families
 - Positive Development of Children and Youth
 - Strong Family Connections
 - Engaged Seniors
- Vibrant, Connected, and Engaged Neighbourhoods & Communities
- Positive Mental Health



Social Investment Framework

VIBRANT, CONNECTED AND ENGAGED NEIGHBOURHOODS AND COMMUNITIES

Socio-economic well-being is supported through community resources, services and initiatives.

People are engaged in initiatives that make their neighbourhood/ community a better place.

People feel connected to their community.

People feel an increased sense of belonging.

HEALTHY, CONNECTED AND ENGAGED INDIVIDUALS AND FAMILIES

Positive Development of Children and Youth

- Children and youth are meaningfully engaged in the community.
- Children and youth are supported to develop their social and emotional well-being.

Strong Family Connections

- Families have the knowledge and skills to support their family members.
- Families are healthy, connected and supported in the community.

Engaged Seniors

- Seniors are meaningfully engaged, connected and supported in the community.

Advancing Equity and Social Inclusion

POSITIVE MENTAL HEALTH

People have access to positive awareness, education, and stigma-reduction initiatives.

People have access to resources to support their coping and resiliency skills.

People are equipped with the skills to engage in positive, healthy relationships.



Grantmaking through the Human Services Advisory Board – *Investing in a Healthy, Connected, Engaged, and Socially Inclusive Chestermere*

Adjunct to the Community Support Services department, the Human Services Advisory Board (HSAB) is comprised of community members and two City Councillors. HSAB members are responsible for advocating locally, regionally, and provincially for enhanced social infrastructure that will benefit the community, while actively seeking out information from the general population related to perceived community needs. On an annual basis, the board is responsible for reviewing, assessing, and approving funding proposals to achieve the SIF's overarching goals and priority outcomes.

Alignment with Local, Provincial, and National Strategies – *Leveraging Practices to Achieve Systemic Change*

The Community Support Services department undertook a community social needs assessment to broaden our local understanding of Chestermere's social landscape. This journey involved engaging community stakeholders through open house dialogues and a community survey to augment what frontline staff and funded agencies were seeing day to day. As a result of this process, the Social Investment Framework now reflects a broader community perspective on social priorities founded on program evaluation, community data and trends, and local narratives. Going forward, community engagement will occur on a regular basis to capture the voices of community stakeholders. By doing so, this will ensure social initiatives are relevant and reflective of the current and developing priorities impacting individuals, families, and community groups residing in Chestermere.

Additionally, several resources have been scoped as recommendations for partnering service providers to embed into their programming, whilst strengthening their alignment with priorities of the Social Investment Framework. These reference documents include ([See Annotated Bibliography](#)):

- City of Chestermere
 - 2017 Living Wage
 - 2020 Community Social Needs Assessment
 - Community Social Profile
 - Council Task Force on Seniors: Final Report, January 2020
 - Diversity and Inclusion Policy
 - Seniors' Housing Needs Assessment
- Government of Alberta
 - Social Policy Framework
 - Children's Services Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families
 - Children's Services Well-Being and Resiliency: The miyo Resource
- Government of Canada: Status of Women Canada's Gender-based Analysis Plus (GBA+)
- Truth and Reconciliation Commission of Canada: Calls to Action
- Search Institute: Developmental Assets Framework
- Characteristics of a Welcoming Community Report

The intent of including these reference documents is to encourage a practice that is contextual, respectful and supportive of the diverse experiences, personal identities, and life stages impacting our community members. These resources can enhance program design to challenge root and systemic issues, and do so in a collective and coordinated manner. Furthermore, utilizing the above reference documents (where appropriate) will support progress towards shared language amongst service providers who are contributing to the goals outlined in the SIF.

Guiding Principles – *Mobilizing a Culture of Social Innovation*

The Social Investment Framework is governed by the following guiding principles:

- **FACTS AND KNOWLEDGE:** Our grantmaking process is informed by evidence-based research, including emerging, best and promising practices. We also value knowledge from different cultures and vantage points.
- **EQUITY AND INCLUSION:** We strive to advance equity in our communities by making programs and services accessible to the various needs of our community members, especially for diversity groups that experience exclusion.
- **DIVERSITY AND RECONCILIATION:** Our framework recognizes the unique strengths of our many diverse community groups. By fostering relationships that help heal the past, we work with our whole community to move forward with shared understanding and respect.
- **PARTNERSHIP AND COLLABORATION:** By practicing broad base community action we are able to leverage local talent and achieve greater social impact. We value engaging with individuals with lived experiences and community partners to tackle complex problems. These relationships are reliant on learning from each other and developing solutions.
- **ADAPTIVE ACTION:** To enhance our effectiveness, we observe what patterns emerge from our practices, as well as from external changes, and adjust our strategy accordingly. We learn from our actions, and we act on our learnings.

Acknowledgements - *Appreciating and Acknowledging How We Got Here*

With gratitude, thank you to program participants who partake in programs being offered through the Community Support Services department and/or by our funded agencies. Your invaluable feedback on the positive changes programming has had on your social well-being demonstrates the importance of delivering appropriate and relevant services.

To our community partners, through collaborative and collective efforts, we have been able to meet and evaluate the social needs of the broader community. By tackling these complex, social issues through intentional approaches, our work has shifted from focusing on symptoms and working more effectively in tackling root causes.

We thank the Human Services Advisory Board who continues to advocate for quality social programming and services through their volunteer efforts. Throughout the year, they diligently review program proposals and reports to support in the development and vibrancy of Chestermere provision of services.

With much appreciation, the support and partnership we have received from Council to deliver these services as Administration has been instrumental in progressing towards Council's desired priority outcomes. Thank you for your leadership.

Additionally, we would like to acknowledge and thank all of the individuals and organizations who have shared their knowledge, experience and feedback in the ongoing development of this framework.

Please note: This is a living document and may change over time in order to incorporate leading practices and learnings from ongoing implementation.

APPENDIX B: FCSS FUNDING CRITERIA AND GUIDELINES



All projects, programs and services must be delivered using a prevention, early intervention or community development approach to achieve one or more of the overarching goals and priority outcomes described in the Community Support Services Social Investment Framework.

Under the FCSS Act, services provided must do **one or more** of the following:

- a) Help people to develop independence, strengthen coping skills and become more resistant to crisis;
- b) Help people to develop an awareness of social needs;
- c) Help people to develop interpersonal and group skills which enhance constructive relationships among people;
- d) Help people and communities to assume responsibility for decisions and actions which affect them;
- e) Provide supports that help sustain people as active participants in the community.

Services provided under the program must **not**

- a) Provide primarily for the recreation 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.

Expenditures of the program shall **not** include

- a) The purchase of land or buildings,
- b) The construction or renovation of a building,
- c) The purchase of motor vehicles,
- d) Any costs required to sustain an organization that do not relate to direct service delivery under the program (i.e. rent),
- e) Municipal property taxes or levies.

APPENDIX C: UNITED WAY FUNDING CRITERIA AND GUIDELINES



UNITED WAY/CHESTERMERE PARTNERSHIP

The allocation of United Way Partnership funding in Chestermere is informed by the United Way of Calgary and Area's Community Investments: FOCUS 2021

POVERTY, KIDS AND COMMUNITY

a new way forward for Individuals, Families and Indigenous Communities

- Socio-economic well-being
- Mental Health
- Social Inclusion
- Healthy Relationships
- Equity and Diversity
- Innovation

The basic criteria that guides investment decision are:

- Alignment with the United Way focus areas (see list above)
- Addresses policy, systems or institutional change
- Engages and mobilizes community
- Addresses need(s) in the community
- Applies evidence-based effectiveness
- Addresses underlying causes of social issues
- Demonstrates measurable impact
- Organization or initiative exhibits excellence in performance, partnerships, and leadership
- Organization or initiative exhibits strong governance.

United Way **does not** fund the following entities, clientele or in the listed circumstances:

1. Non-registered charities
2. Hospitals
3. For-Profit Organizations
4. Political Parties
5. Religious Activities
6. Capital Expenditures
7. Individuals
8. Deficit Funding

APPENDIX D: FREQUENTLY ASKED QUESTIONS (FAQ'S)

1. Why has the application for 2021 been changed to a proposal?

The Human Services Advisory Board (HSAB) is shifting the funding focus towards specific programs/projects/social issues that provide direct impact and/or positive change to residents versus the funding of agencies as a whole. As such, agencies are now required to propose individual programs/projects versus a grouped slate of programming.

2. Why has the budget template been changed for 2021?

This new budget template allows the HSAB the ability to make funding recommendations with a greater understanding of how their investment will be allocated and utilized within Chestermere. The HSAB recognize that other funding sources may be required to ensure the success of programs/projects, and are requesting that information, but as to how an agency allocates the alternate funding sources is at the discretion of the agency.

3. Why must a separate Part B, including a budget template, be completed for each unique project/service?

As mentioned, the HSAB is shifting their funding focus and want to ensure they have a clear understanding of how any allocated funding will be utilized, the desired outcome(s) to be achieved and what activities will compose the success of the project/service. By separating the projects/services the agency is better able to outline their plans and activities for the Board's evaluation.

4. Is there a page limit for proposals?

At this time there are no page restrictions on proposals however, we encourage each grant writer to submit a concise proposal back for the Board's consideration.

5. Why has the deadline been pushed back to September 30, 2020?

As a result of the COVID quarantine, the documents were not able to be released in June 2020. In order to provide applicants sufficient time to complete the documents the deadline has been adjusted accordingly.

6. When will applicants know if they have been awarded funding?

The Board has committed to ensuring that applicants are notified on the status of their proposal no later than Friday, October 30, 2020.

7. How much funding is available for 2021?

There are two (2) separate funding streams available – Family & Community Support Services (FCSS) and United Way/Chestermere Partnership. Eligible proposals will be allocated into the appropriate funding stream based on their alignment with the appropriate criteria. The FCSS funding stream has up to \$150,000 total available and the United Way Partnership has up to \$50,000 total available.

8. Why has the Social Investment Framework (SIF) changed for 2021?

A social needs assessment was completed for Chestermere in 2020 to broaden our local understanding of Chestermere's social landscape. Following this assessment, the SIF was updated to reflect a broader community perspective on social priorities, and to ensure initiatives are reflective of current and developing priorities in Chestermere. The SIF informs the allocation of investments to priority areas and social programming initiatives.

9. If we apply for the grant and are successful can we still apply for funding directly to United Way Calgary or other United Way locations?

Yes, you can apply directly to United Way Calgary or any other United Way location for funding in different areas or for different programs.

10. What is the project period for this grant?

The period of this grant shall be from January 1, 2021 to December 31, 2021 with no obligation to continue funding beyond that term.

11. Is an agency able to subcontract?

A successful agency will provide all services as outlined in the proposal and is not able to subcontract or otherwise assign any of the work without formal, written consent from the City. An agency is able to have subcontractors within their organization but the agency shall perform all work in accordance to their proposal and subject to compliance with a formal agreement with Chestermere.

12. Is the grant to be used to service Chestermere only?

Yes, the agency doesn't have to be in Chestermere, but it must serve the residents of Chestermere.

13. If we apply for a certain amount could we get less than what we applied for?

Yes, that could happen as final decision is directed by the Board or could be affected by the rating that it is given.

14. Why do we need to provide financial statements, organizational charts and a list of Board of Directors?

These documents assist the HSAB with determining your organizational capacity. Demonstrating organizational experience and the staffing model required to support the programs/projects included in your proposal, in addition to existing or alternate programs, strengthens your overall proposal.

15. How are proposals evaluated?

Community Support Services staff review each proposal to determine eligibility and the most appropriate funding stream.

- If a proposal is eligible within both funding streams it will be considered within both funding streams.
- If there are elements of a proposal which are not eligible for funding these items are noted by staff and the proposal is forwarded to the HSAB for evaluation.
- HSAB members will review proposals line by line and utilize a weighted ranking system.
- Rankings from all HSAB members are compiled and form the basis of discussion for final funding allocations.

16. What are the agency commitments if funding is awarded to their proposal?

If successful for either FCSS or United Way funding an agency may anticipate the following activities as part of their agreement with the City of Chestermere:

- Mid-Year and Year End Reporting
- Submission of a Program Logic Model and Outcomes (training available)
- Mid-Point Presentation to the HSAB

17. What if we are unable to start service delivery on January 1, 2021 due to COVID?

Agencies should have plans in place for modifications to service delivery however the HSAB recognizes some restrictions are beyond an agency's control. Allowances may be made dependent upon the current state of the pandemic response.

APPENDIX E: RISK AND PROTECTIVE FACTORS

Our priority is to allocate resources to programs and services that reduce risk factors and/or increase protective factors. Risk and protective factors are key to identifying and addressing community development issues. It's a matter of taking a step back from the problem, looking at the behaviors and conditions that originally caused it, and then figuring out how to change those conditions.

Risk factors include those individual or social factors associated with an increased likelihood of a negative outcome. Risk Factors can be related to biological, behavioral, and social/environmental characteristics.

Protective factors are conditions or attributes in individuals, families, and community that, when present, prevent or reduce vulnerability.

The effects of risk and protective factors are cumulative—they build on one another. The likelihood of an individual being resilient and healthy goes up as the number of protective factors goes up. It goes down as the number of risk factors goes up. This does not mean, however, that resilient individuals have no risk factors in their lives. Rather, it means that the protective factors in their lives act as buffers against the negative effects of risk factors.

Programs and services will focus on increasing protective factors. The following examples are research-based risk and protective factors that are shown to have the greatest impact on positive outcomes for social change.

Risk Factors for Families	Protective Factors for Families
<ul style="list-style-type: none"> • Parental lack of education, job skills • Family isolation/frequent moves • Parental separation/divorce • Teen/young/single/lone parenting/families • Inadequate parental knowledge about caring for selves/children (e.g., nutrition, health, education) • Lack of child supervision, poor discipline practices • Poor parental mental/physical health, addictions, criminal involvement 	<ul style="list-style-type: none"> • Parental employment in full-time jobs with benefits • Access to social assistance and other concrete economic supports in times of need • Affordable, quality housing, childcare, transportation • Participation in recreation, leisure and cultural facilities/program • Providing information and resources • Parental resilience • Ethno-cultural pride • Achievement orientation • Positive parenting practices • Positive social and family connections

Risk Factors for Older Adults	Protective Factors for Older Adults
<ul style="list-style-type: none"> • Isolation • Loss: Older adults experiencing declining health and shrinking social networks are at greater risk • Financial and Legal Pressures Physical setbacks: limited mobility 	<ul style="list-style-type: none"> • Community Involvement • Social Connections • Finding a purpose and remaining productive in later life/high degree of life satisfaction • Access to resources
Risk Factors for Children & Youth	Protective Factors for Children & Youth
<ul style="list-style-type: none"> • Living in a stressed family with multiple challenges • Living in chronic low income • Experience of abuse/neglect, experience with the child welfare system • Early experimentation with drugs, alcohol, sexual activity • Low parental expectations/low personal aspirations • Experience of racism, discrimination, trauma • Negative peer influence • Excessive unstructured or unsupervised use of time • Working more than 20 hours a week • Failure to reach developmental milestones before starting school 	<ul style="list-style-type: none"> • Living in a high functioning family • Secure emotional bonds/attachment with parents/caregivers • Positive peer relationships & friendships • Positive adult mentors and role models • High social competence and sense of identity, leadership skills • Engagement in school and community • Quality and culturally-responsive early childhood education • Participation in extracurricular activities, particularly with a positive child/youth development focus • Environmental, educational and social supports for the optimal development of young children
Risk Factors for Individuals	Protective Factors for Individuals
<ul style="list-style-type: none"> • High school drop out • Low literacy/numeracy skills • Lack of relevant employment skills; low income • Lack of personal and community life skills • Lack of Canadian work experience, English language skills • Marriage/family breakdown; death of a spouse • Low self-esteem; sense of belonging • Poor physical health • Living alone • Experience of racism, discrimination, trauma 	<ul style="list-style-type: none"> • Post-secondary education • Adequate literacy and numeracy skills • Lifelong learning • Access to social assistance and other economic/personal supports • Family and social support networks • Being married or in secure relationships • High social competence/interpersonal skills/life skills • Sense of belonging and engagement in the community

Risk Factors for Social Inclusion	Protective Factors for Social Inclusion
<ul style="list-style-type: none"> • Lack of transportation • Lack of amenities (e.g., schools, banks, grocery stores, parks) • Lack of economic opportunities/chronic unemployment, underemployment, or working two jobs • Poor neighbourhood design, poor housing conditions • Lack of safe, accessible community spaces • Racism 	<ul style="list-style-type: none"> • Community economic development opportunities • Places for social interaction throughout the community • Sense of community • Arts, cultural and community activities • Community organizations/networks • Access to parks and recreation • Programs that meet community needs and desires and that have community input • Community organizations and networks with high participation
Risk Factors for Effective Services	Protective Factors for Effective Services
<ul style="list-style-type: none"> • Competition for funding among service providers • Government focus on fiscal restraint • Punitive public attitudes towards the marginalized and vulnerable groups and individuals • Limited internal capacity of agencies to engage in research & evaluation • Insufficient services to meet need • Lack of coordination of services 	<ul style="list-style-type: none"> • Coordinated, integrated system of non-profit service delivery • Strong government health and social services • Sufficient funding for non-profit organizations • Recognition of root causes of social problems

APPENDIX F: PROPOSAL EVALUATION

The Human Services Advisory Board will review and rank proposals. Allocations for funding will be forwarded to the Manager of Community Support Services.

Stage One: *This section to be completed by Community Support Services staff.*

Does the proposal meet all of the mandatory submission requirements?

Mandatory Funding Eligibility Criteria	Yes	No
Service Provider meets requirements for either FCSS or United Way funding or for both as described below. The answer must be “yes” to <u>at least one</u> of the two requirements noted below.		
1. <i>FCSS Funding Eligibility</i> Service Provider is a Not-for-Profit, a Non-Profit or a Charitable Organization		
2. <i>United Way / Chestermere Partnership Eligibility</i> Service Provider is a Charitable Organization		

If there is a “no” response to any of the questions below, this proposal will not proceed to Stage Two and will not be given further consideration.

Mandatory Proposal Eligibility Criteria	Yes	No
Successful Service Providers <u>must</u> meet the following criteria:		
Proposed services will be delivered in the City of Chestermere		
Signatures of authorized representatives from the organization		
Required Appendices were submitted:		
- Certificate of Incorporation and/or Charitable Status		
- Audited Financial Statement, Review Engagement or letter from a financial institution providing information pertaining to the financial stability of the organization.		
- Agency Organizational Chart that identifies any proposed grant funded positions and the FTE for each		
- Board of Directors or Officers, including any vacancies		
- Insurance Certificate		
- Fee Policy and Schedule (if applicable)		

Stage Two: *This section to be completed by Human Services Advisory Board.*

Proposals that pass Stage One will be reviewed and evaluated by the Human Services Advisory Board. Responses to questions will be scored using the rating scale below.

Scale	Rationale
8 - 10	More than acceptable, they have given a desired/superior solution/answer
4 - 7	The answer is acceptable.
1 - 3	They have provided a portion of the answer or solution we were seeking.
0	They have not addressed the requirement or have missed the intention of the question.

DEFINITIONS

Term	Definition
# of Community Development Initiatives	Community development initiatives include, but are not limited to, community assessments, mobilization, and collaborative and/or advocacy initiatives. The desired outcomes are identified, with measurable indicators of progress reported. Initiatives reported are limited to those that are organized and led by your organization.
# of Community Development Clients	Participants who are actively engaged in the community development initiative. They are counted only once and are counted as Community Development Clients.
# of Events	Large-scale events that your organization coordinated (alone or in partnership with other community programs, agencies). Examples include community picnics, family fun days, etc. Note: When partnering with another organization, the total number of participants reported by both organizations combined should not exceed the total attendance at the event.
# of Event Participants	Total number of participants at all events hosted by the agency or in partnership during the reporting period (age breakdowns are not required)
# of Group Participants	Participants who attended the group sessions defined above and for whom outcomes will be measured. Group participants are counted once for every distinct group they are registered for and participate in. Each participant may be counted <u>only once</u> as a Unique Individual. Example – One month Jane attends a workshop with her husband Bob for 3 sessions. Two months later Jane and Bob return and attend a different workshop for 2 sessions. Jane and Bob are counted once as unique individuals but counted as Group Participants twice.
# of Information Referrals	The number of times contact information such as an organization's name, contact person, phone number, days and times of service, brochures, business cards, etc. are provided to a community member, client or program participant that connects them to a service in response to their request (unsolicited information your organization provides is counted as a promotional activity). Note that these clients may not be identifiable (e.g. information service, one-time phone conversation, email, etc. No demographic information about such persons is collected). See Supported Referrals definition for more information.
# of Project Funded Groups	The total distinct groups offered over a period of time through the funded project or service, such as therapeutic groups, educational workshops, and/or training (e.g. a parenting workshop consisting of 6 sessions equals one group).
# of Volunteers	An individual who has provided support from which your project or service has benefited and who is willing to work on behalf of others without the expectation of pay or other tangible gain. Each individual volunteer is only counted once.
# of Volunteer Hours	The total number of hours all your volunteers have worked on behalf of your project during this reporting period.
# of Unique Individuals	Individuals who receive direct service through funded projects and services for whom there is a measurable impact. Each individual is counted only once in this reporting period (if service is provided to a family unit, all individuals for whom there is a direct measurable impact should be recorded as individuals).
Ability	The quality of being able to perform; a quality that permits or facilitates achievement or accomplishment.
Activities	What the project does to achieve its goal(s). Activities include the services provided or actions undertaken by the project.

Adults (19 to 64):	Individuals between the ages of 19 and 64 years (up to the 65th birthday) who receive direct service.
Administrative Expenditures:	<p>Expenses incurred in controlling and directing an agency as a whole as opposed to expenses related to individual departments or programs.</p> <p>Eligible administrative expenditures include: management fee, salaries and benefits of positions where the individual is not participating in direct program service, bookkeeping/admin, audit fees, bank fees, general liability insurance, photocopying/printing, office supplies, other costs as approved by the funder.</p> <p><i>Note: Where an employee performs both administrative and program functions, split the expenditures in ratio to match the division of duties between administrative and program delivery.</i></p>
Assets	A useful or valuable quality, person, or thing; an advantage or resource.
Broad Strategy	In general terms, how the project will address the specified community need.
Children (0 to 5 years):	Individuals between their date of birth up to the day before their 6 th birthday who receive direct service.
Children/Youth (6 to 12 years):	Individuals between their 6 th birthday and up to the day before their 13 th birthday who receive direct service.
Client	Any community member or program participant receiving services from your organization as a result of the project.
Client Capacity	The total number of unique individuals that are expected to be served as a result of your project.
Community Assets	Community assets are the collective resources which individuals and communities have at their disposal; those which can be leveraged to develop effective solutions to promote social inclusion and improve the health and well-being of citizens. Assets include organisations, associations and individuals.
Community Development	<p>Efforts made by professionals and community residents to: enhance the social bonds among community members; motivate citizens to self-enhance; develop responsible local leadership; and create or revitalize local institutions.</p> <p>Can be seen as “the planned evolution of all aspects of community well-being... It is a process whereby community members come together to take collective action and generate solutions to common problems” (Lethbridge Investment Framework). Community development is an important tool in mobilizing people to become engaged in their communities and with each other to work for positive growth and change.</p>
Community Events	A planned gathering of people organized either by the agency alone, in partnership or by third parties.
Contacts	Number of times individuals have received a service from your program, but may not be identifiable (e.g. information service, one-time phone conversations, event participants, etc.). Demographic information about these individuals can be collected but is not required.
Developmental Assets	<p>Forty common sense, positive experiences and qualities that help influence choices young people make and help them become caring, responsible, successful adults. www.search-institute.org. The Search Institute has frameworks of developmental assets for:</p> <ul style="list-style-type: none"> • Early childhood (ages 3 – 5 years) • Grades K – 3 (ages 5-9) • Middle childhood (ages 8 – 12)

	<ul style="list-style-type: none"> • Adolescents (ages 12 -18)
Direct Service	Engagement between staff members and clients.
Evaluation	How to determine how well a project has achieved its goal(s).
Early Intervention:	Means intervening early and as soon as possible to tackle problems emerging for children, young people and their families or with a population most at risk of developing problems. It includes universal interventions that are offered to an entire population to prevent problems developing, as well as targeted interventions that are offered to particular children, young people and families with existing risk factors, vulnerabilities or acknowledged additional needs in order to protect them from developing problems or to reduce the severity of problems that have started to emerge.
Families	A family unit is self-defined and can contain multiple generations and configurations. This includes biological or adoptive parents, extended family members, other relatives who are providing direct care to children, etc. If families are your program's primary target population, then the individuals reported under families should not be counted under Unique Individuals. If families are not your program's primary target population, then families are treated as a subset of your Unique Individual count.
Formal Partnerships	Formal partnerships involve an exchange or sharing of resources, with both parties involved in the planning and delivery of the services provided through the partnership. A written agreement is in place outlining the roles and responsibilities of each partner.
Full Time Equivalent (FTE)	An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day x 5 work days per week.
Funded Full Time Equivalent	The total number of FTE's that have wages/salaries being paid with the grant funding for the project.
Goal Statement	The achievement hoped for by a project, i.e., the overall change or desired impact.
Informal Partnerships	Informal partnerships involve informal, unwritten agreements with other community services and agencies for sharing of space, services and/or resources.
Inputs	The resources used to support project activities and achieve project goals such as money, staff and staff time, volunteers and volunteer time, facilities, materials, equipment, technology, partners and information. Inputs also include constraints on the project, such as laws, regulations, and requirements of funders.
Individual Participants:	Individual participants are those who are engaged in the activity and are making a significant contribution to achieving the goals and outcomes as outlined in the project they are attending.
Measurement Tool	Identify what tools you used to measure the outcomes and impact of your program and services such as surveys, focus groups, standardized tests, individual interviews, case studies or other tools.
Media Promotions	Media promotions include interviews or advertisements in newspapers, on radio, television, or the internet that promote or explain programs and services provided by your organization. Count the number of times promotions ran, do not

	count the reach of the media promotion such as web site hits, # of listeners or readership.
Mission	A statement that defines what an organization is, why it exists, its reason for being. At a minimum, a mission statement defines who the primary target populations are, the products and services produced, and describes the geographical location in which an organization operates.
Non-Profit Organizations	“Non-profit” and “Not-for-profit” are often used interchangeably to refer to organizations that do not redistribute profits or funds to owners or shareholders. Non-profits usually carry out larger, more organized activities that focus on environmental, social, political, or economic missions. Examples include the American Red Cross, United Nations Children’s Fund (UNICEF), and the American Heart Association.
Not-For-Profit Organizations	“Non-profit” and “Not-for-profit” are often used interchangeably to refer to organizations that do not redistribute profits or funds to owners or shareholders. Not-for-profits often carry out smaller group activities that focus on sports, hobbies, or special interests. Examples include amateur sports leagues, clubs, or associations.
Organizational Capacity:	Demonstrated organizational experience and staffing model required to support the proposed initiative, in addition to existing programs
Outcomes	<p>The benefits or changes for individuals, families, communities or populations that result from participating in a program or project activities. For FCSS purposes, outcomes specifically relate to changes in knowledge, attitudes, values, skills, behaviour, condition, status or other attributes.</p> <p>For a particular program, there can be various "levels" of outcomes, with initial short-term outcomes leading to medium and long-term ones. For example, a youth in a mentoring program who receives one-to-one encouragement to improve academic performance may attend school more regularly, which can lead to getting better grades, which can lead to graduating.</p> <p>In general, short-term outcomes occur within one year, medium-term outcomes take several years and long-term outcomes take a decade or longer. However, these time-frames may be shortened when programs build on each other in a pre-requisite fashion. Short-term outcomes may be measured immediately, medium-term outcomes in three to six months and the long-term outcomes at one year. The determination of the time frame for the outcomes depends upon the program or project being implemented.</p>
Outcome Indicators	The specific items of information that track a program's success on outcomes, generally in the form of a cluster of questions or survey.
Outputs	The direct products of project activities. Outputs usually are measured in terms of the volume of work accomplished, for example, the numbers of classes taught, counselling sessions conducted, educational materials distributed, and participants served. They are important because they are intended to lead to desired outcomes or benefits for participants or target populations.
Person-Centred Approach	A person-centred approach ensures the person, who is accessing the service/program, is at the centre of and an equal partner in decisions related to their needs. This person, who is accessing the service/program is an equal partner in planning, developing, and monitoring the service/program to ensure their needs are met, as this increases their personal self-determination and independence.

Personal Well-Being	People's sense of how they are feeling within themselves and experiencing their lives.
Primary Target Population	The population your project has been designed to serve directly and specifically, these individuals experience a measurable impact. This would be one of the following: children, adults, seniors or families. Other populations may be impacted by the program, but they are secondary, not the primary target population. (e.g. Youth programs may support the family, but youth are the identified target)
Prevention:	Occurs by strengthening resiliency through identifying and enhancing individual, family and community assets. Prevention involves enhancing the strengths, skills, and abilities of individuals, families and the community so they are more resilient and better able to deal with stresses or challenges that may result in future problems. (FCSS Outcomes Model, 2012) Prevention occurs by reducing risk factors and increasing protective factors (Utting, 2005 pp77-90) (Lethbridge Investment Framework)
Primary Target:	Individuals who receive direct service through funded projects and experience a measurable impact. Each individual is counted only once in this reporting period. If service is provided to a family unit, all individuals for whom there is a direct, measurable impact should be recorded as individuals.
Print Promotions	Print promotion refers to materials distributed to the community about the programs and services offered by your organization (posters, brochures, newsletters, leaflets, etc.). Count the actual number of print materials that were distributed. Note that email distributions are not included in this type.
Program Logic Model	A systematic and visual way to present and share understanding of the relationships among the resources used to operate a program, the activities planned, and the expected changes or results to be achieved.
Project	A service or activity that locally funded agencies deliver or support.
Project Funded Outputs	A subset of outputs that is calculated when dividing TOTAL outputs by the # of FTE's funded through the project grant (those FTE's for which the grant is covering their wages/salaries.)
Promotional Activities	Any activity undertaken to increase public awareness of the project including participation in Community Events (not including those coordinated by your agency) and distribution of promotional materials through printed promotions, media promotions or social media.
Promotional Materials	Media used to build public awareness about the programs and services offered by the project for which you have received funding and efforts to maintain regular communication with current and prospective participants.
Protective Factors	Protective factors are those qualities or situations that help alter or reverse expected negative outcomes. Stress-resistant or "invulnerable" individuals have common protective factors operating as two broad sets of developmental strengths: <ol style="list-style-type: none"> 1. external factors such as family, peers, school and community, and 2. internal factors or personality characteristics such as empowerment, self-control, cultural sensitivity, self-concept and social sensitivity.
Rationale	The evidence that would support an approach, e.g., research, best practices, etc.

Resilience	The capability of individuals and systems (families, groups and communities) to cope with significant adversity or stress in ways that are not only effective, but tend to result in an increased ability to constructively respond to future adversity.
Risk Factors	Risk factors are disabling, cultural, economic, or medical conditions that deny or minimize opportunities and resources for optimal human development. Risk factors can be internal (within the person) or external (involving the family, school/work, and community).
Seniors (65+)	Individuals over the age of 65 years who receive direct service
Secondary Population	Other populations (not primary) that may experience a benefit as a result of your project but for whom the project has not been specifically designed. See primary Target Population for more information.
Social Engagement	A diverse range of activities individuals participate in for their own enjoyment or benefit or to provide benefit to others in the wider community.
Social Support	The activities individuals undertake, within the context of social relationships, to share information, and provide emotional or physical support.
Social Well-Being	A sense of involvement with other people and with our communities. Many researchers believe that well-being is not just about being happy or content, but also about being actively engaged with life and with other people.
Social Media Promotions	Internet marketing that utilizes social networking websites as a marketing tool with the goal of producing content that users will share within their social networks to help an agency increase exposure of their services and broaden client reach.
Supported Referrals	These are a subset of your Information and Referral counts. Supported Referrals go above and beyond an information referral. They require additional time and support from the staff members to connect the client to the referral. Example: a staff member assists the client to make a phone call or arranges for a taxi ride.
Unique Individuals	Individuals who receive direct service through funded projects and services for whom there is a measurable impact. Each individual is counted only once in this reporting period (if service is provided to a family unit, all individuals for whom there is a direct measurable impact should be recorded as individuals).
Vision Statement	An inspirational and aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.
Volunteers:	An individual who has provided support from which your project has benefited and who is willing to work on behalf others without the expectation of pay or other tangible gain. Each individual volunteer is only counted once.
Youth (13 to 18 years)	Individuals between their 13 th birthday up to the day before their 19 th birthday who receive direct service.

ANNOTATED BIBLIOGRAPHY

Chestermere

City of Chestermere. M. Haener Consulting Services. (2017). *2017 Living Wage*. <https://chestermere.ca/DocumentCenter/View/12780/2017-Living-Wage-Report>.

The Canada Living Wage Framework (CLWF) developed by Vibrant Communities Canada was used as a guide for Chestermere's 2017 Living Wage Calculation. The Chestermere Living Wage provides information regarding the average income needed for an adult/family to meet their basic needs and maintain a safe, decent standard of living. It provides additional information regarding the average annual family expenses for food, clothing and footwear, shelter, transportation, child care, health care, social inclusion, contingency and other household costs.

City of Chestermere. HelpSeeker. (2020). *Chestermere Social Needs Assessment*. <https://chestermere.ca/DocumentCenter/View/16206/Chestermere-SNA-REPORT>.

The Community Social Needs Assessment (CSNA) report presents a review of relevant social, economic, and health data; current city-wide strategies and plans; and related local reports to gain a common understanding of trends and issues impacting well-being in Chestermere. It covers a variety of information related to health, housing, well-being, as well as the City's response to the identified areas of need and next steps.

City of Chestermere. Perfecting Tomorrow Inc. (2018). *A Community Profile of Chestermere*. <https://chestermere.ca/DocumentCenter/View/12777/2018-Public-Community-Social-Profile>.

The Community Social Profile report is a comprehensive document outlined with characteristics of Chestermere relative to age, immigration, labour force, and housing from data published in June 2018. Its purpose is to provide awareness of the City's current and changing socio-demographics. This information can be further used to identify current and future City needs, gaps currently present and a framework to help plan the development of human services.

City of Chestermere. (2020). *Council Task Force on Seniors Final Report*. <https://www.chestermere.ca/DocumentCenter/View/16277/Council-Task-Force-on-Seniors-Report>.

The Council Task Force on Seniors was created in January 2019 as a term specific advisory committee which was due to finish at the end of January 2020. Within the Council Task Force's Terms of Reference, specific objectives were defined including the provisions of updates to Council. This report is the Task Force's final submission and review to council. The report is a compilation of 3 sub-committee reports representing the work of Housing, Health and Supports & Services Sub-Committees. The Task Force is bringing forward 6 (six) recommendations for Council which have 32 (thirty-two) supporting strategies for consideration. This report summarizes the hard work and dedication of Task Force members throughout 2019.

City of Chestermere. (2019). *City of Chestermere Policy Handbook: Diversity and Inclusion*. <https://www.chestermere.ca/DocumentCenter/View/14665/844-Diversity-and-Inclusion>.

This policy was implemented to outline the City of Chestermere's shared commitment to providing equitable and fair treatment to all community members and City employees. Effective since June 18, 2019, this policy provides an outline of commitments the City has made itself accountable to as well as an exhaustive list entailing details regarding this commitment. The policy also outlines

responsibilities specific to City Council, the Chief Administrative Officer (CAO) and Administration tailored to creating a more inclusive space.

City of Chestermere. Objective Research and Evaluation Inc. (2018). *Seniors' Housing Needs Assessment: Executive Summary*.

https://www.chestermere.ca/DocumentCenter/View/13226/Seniors-Housing-Needs-Assessment-Report--FINAL_Nov-26-2018v4.

The City of Chestermere contracted a research firm to survey a needs assessment relative to current and future housing needs for seniors. This project was administered between August 22nd, 2018 to November 7th, 2018. Four deliverables were recognized as goals for the future and recommendations for implementation. This report goes into detail regarding the timeline of this project, methodology used in the assessment, the results, and details about future recommendations based on the outcomes of this project.

Government of Alberta

Government of Alberta. (2013). *Alberta's Social Policy Framework*.

<https://open.alberta.ca/dataset/e269764d-e3ed-431c-9db3-b65073cc6e51/resource/998e15a5-c992-4a61-b6b4-2957eb6227d6/download/6214203-2013-albertas-social-policy-framework-2013-02-28.pdf>.

The purpose of Alberta's Social Policy Framework is to inform social policy decisions and actions in Alberta. It includes engagement principles and approaches through the Speak. Share. Thrive. engagement process, specific social policy goals for the province, desired/projected outcomes as well as roles and responsibilities accounted to individuals, non-profits, businesses and the government, and strategic directions as to how the government and its partners to achieve positive outcomes. This framework was created with the help of Albertans, communities, governments and partners to make it inclusive of the many sectors at play.

Children's Services, Government of Alberta. (2019). *Children's Services Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families*.

<https://open.alberta.ca/dataset/520981c4-c499-4794-af55-bc932811cb1e/resource/7fda0ae8-8d97-49e7-b94b-7f0088cd767d/download/well-being-resiliency-framework-march2019.pdf>.

This report, compiled by the Government of Alberta, outlines activities and information related to fostering healthy families and early intervention of child maltreatment by discovering risk factors early and building resiliency. This framework is one of three documents that form the foundation and direction of Alberta's approach. This document specifically outlines the importance of policies, services and programs that aim to reduce impacts of early adversity by promoting the development of well-being and resiliency.

Children's Services, Government of Alberta. (2019). *Well-Being and Resiliency: The miyo Resource*.

<https://open.alberta.ca/dataset/a0afeba2-e180-4f1c-8aa0-68bb1327ff71/resource/acc8ecfd-00dd-40c2-8c31-36d01656daad/download/well-being-resiliency-miyoresource-march2019.pdf>.

This report, compiled by the Government of Alberta, outlines activities and information related to fostering healthy families and early intervention of child maltreatment by discovering risk factors early and building resiliency. The miyo resource is one of three documents that form the foundation and direction of Alberta's approach. Its purpose was to incorporate an Indigenous

worldview into the well-being and resiliency framework. It is an evaluative framework that promotes culturally-based practice.

Government of Canada. (2015). *Status of Women Canada, Privy Council and Treasury Board of Canada Secretariat Action Plan (2016-2020) Audit of Gender-based Analysis: Fall 2015 Report of the Auditor General of Canada*. <https://cfc-swc.gc.ca/gba-ac/plan-action-2016-en.PDF>.

GBA+ is an analytical process used to assess how diverse groups of women, men and non-binary people may experience policies, programs and initiatives. It acknowledges the multiple identity factors that intersect to make us who we are; GBA+ also considers many other identity factors, like race, ethnicity, religion, age, and mental or physical disability. This report compiles a comprehensive action plan from recommendations made relative to removing barriers and providing support for women.

Truth and Reconciliation Commission of Canada. (2015). *Truth and Reconciliation Commission of Canada: Calls to Action*. http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf.

The Truth and Reconciliation Commission has compiled 94 'Calls to Action' for Indigenous and non-Indigenous Canadians to come together in fostering a positive and open environment to help repair emotional and physical harm caused by residential schools and help provide an opportunity to move forward with reconciliation.

Esses, V.M., & Hamilton, L. K., & Bennett-AbuAyyash, C., Burstein, M. (2010). *Characteristics of a Welcoming Community*. Citizenship and Immigration Canada. <http://p2pcanada.ca/wp-content/uploads/2011/09/Characteristics-of-a-Welcoming-Community-11.pdf>.

This report has provided a review of the current state of knowledge concerning welcoming communities, and has sought to identify the gaps in the literature and the work that needs to be done to fill these gaps. It provides a framework for a five-stage approach to working toward a welcoming community. This work significantly contributes to supporting the substantial increase of immigration into Canada. It provides a framework as to how create an inclusive and open environment for those new to the nation.

Search Institute. (2005-2009). *The Developmental Assets Framework*. https://page.search-institute.org/dev-assets-download_1212-17.

The developmental assets are 40 research-based, positive experiences and qualities that influence young people's development, helping them become caring, responsible and productive adults. There are available versions of the Developmental Assets Framework, available in English, Spanish and broken down by age-specific adaptations. Half of the assets focus on external assets such as relationships and opportunities needed in families, schools and communities. The other half focus on internal assets that focus on social-emotional strengths, values, and commitments that are nurtured within young people.