

*Fraser Region Interim
Aboriginal Authority*



Service Plan

2008/09 – 2010/11

January 2008

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Note about language usage in this document

For the purpose of this document, “First Nations” refers to Status and non-Status individuals living on- or off-reserve. “Aboriginal” refers to all indigenous peoples in Canada including First Nations, Métis and Inuit. The Fraser Region is defined as the geographical area between and inclusive of Burnaby and Boston Bar on both sides of the Fraser River. Government refers to the Government of British Columbia.

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MESSAGE FROM THE BOARD CHAIR

Honourable Minister Tom Christensen
Minister of Children and Family Development
P.O. Box 9057 STN Provincial Government
Victoria, B.C., V8W 9E2

Dear Minister Christensen,

On behalf of the Board of Directors of the Fraser Region Interim Aboriginal Authority (**FRIAA**), I am pleased to submit the 2008/09 – 2010/11 Service Plan.

We evolved from a planning committee to an Interim Aboriginal Authority in August 2007, with the purpose of planning for the creation of a Permanent Authority, including the transfer of authorities and responsibilities from the Ministry of Children and Family Development (**MCFD**) to a Permanent Authority. Enactment of legislation will enable the creation of Permanent Authorities that will be responsible for the program oversight of Aboriginal Child and Family Services currently delivered by MCFD. Legislation for the development of Permanent Authorities is anticipated for 2008/2009.

To achieve its planning mandate, the FRIAA is working directly with Aboriginal communities in the Fraser Region – the geographic area from Burnaby to Boston Bar on both sides of the Fraser River – as well as Aboriginal organizations, service providers, MCFD and the region's two delegated Aboriginal Agencies. The FRIAA's planning effort also includes designing a corporate infrastructure and developing capacity for program oversight functions, in order to prepare for a smooth transfer of programs from MCFD to the Permanent Authority.

While this is the FRIAA's first Service Plan submission as a newly created Interim Authority, the organization has already experienced a number of changes including the appointment of the first board, comprised of 10 members, and the continued evolution of staffing to meet our current and future corporate needs.

Our primary goal this coming year will be to continue dialogue with all of our stakeholders to ensure that they are included in the planning process. In order to continue building upon our presence in Aboriginal communities, the FRIAA will focus even more intensely on communications and face-to-face meetings to ensure those affected are aware of the benefits of a Permanent Authority and have an opportunity to co-develop the plan with us.

We are also working closely with the Fraser Region MCFD to analyze current program data in order to determine an equitable resource allocation for Aboriginal services. As we proceed with this, the FRIAA continues to work with the Fraser Regional management and staff to participate in program transformation initiatives associated with Aboriginal Child and Family programs.

The FRIAA Board, Elders Council and staff members are proud of the work they have done and their achievements to date. The FRIAA has never wavered from its commitment to the original goals of the Tsawwassen Accord and subsequent Memorandum of Understanding established in 2002. As we near the completion of our

planning process, we call on Fraser Aboriginal communities and the MCFD, to join with us and work in partnership to achieve our shared goals: better outcomes and better futures for our Aboriginal children and families so that they have an equal chance to succeed in a province rich in resources and opportunities.

Finally, I would like to thank all of the people who have participated in this planning process to date. Many of these individuals have shown a true spirit of cooperation and desire to pass their knowledge to our board members and staff and, by doing so, have eased our transition considerably. We look forward to future interaction and a continued working partnership.

For further information on the FRIAA vision, mission and community mandate, please visit our website at www.fraa.ca.

In Unity,



Maureen J. Chapman,
Chair, Fraser Region
Interim Aboriginal Authority



ACCOUNTABILITY STATEMENT

The 2008/09 – 2010/11 FRIAA Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the B.C. Reporting Principles. The plan is consistent with government's strategic priorities. The Board is accountable for the contents of this plan, including the selection of performance measures and targets. All significant assumptions, policy decisions, and identified risks, as of December 2007, have been considered in preparing the plan. The performance measures presented are consistent with the FRIAA's mandate and goals, and focus on aspects critical to the organization's performance. The performance targets in this plan have been determined based on an assessment of the FRIAA's operating environment, forecast conditions and risk assessment.



Maureen J. Chapman
Chair, Fraser Region Interim Aboriginal Authority



ORGANIZATIONAL OVERVIEW

Core Purpose

This document presents the 2008/09 Service Plan for the Fraser Region Interim Aboriginal Authority (FRIAA). As an Interim Authority, the FRIAA's core purpose as described in the Government's Letter of Expectations is "to plan, for Government's consideration, the creation of a Permanent Authority, including the transfer of authorities and resources from the Ministry of Children and Family Development (MCFD) to the Permanent Authority."

As outlined in the BC Government's Letter of Direction, as an Interim Authority the following specific actions are also being pursued:

1. Use an inclusive planning process that includes First Nations, Delegated Agencies, Métis, and Urban Aboriginal people.
2. Provide options and make recommendations concerning models of leadership for Aboriginal Child and Family Services and planning.
3. Prepare an operational and transition plan consistent with a phased-in approach towards the creation of a Permanent Authority.

The FRIAA is in its final stages of planning, at the same time as building capacity to administer operational functions for which the Permanent Authority will be accountable. Accordingly, the FRIAA is recruiting staff, as well as developing a corporate infrastructure to achieve readiness for program oversight. Upon enactment of enabling legislation, the FRIAA will need to demonstrate readiness prior to moving to full Authority status and taking on its proposed program oversight mandate.

Significant Changes

The FRIAA was established on August 15, 2007. As this is the first service plan submitted by the FRIAA, there are no changes to report regarding service plans.

Enabling Legislation

The FRIAA was created by Ministerial Order M206 under the *Community Services Interim Authorities Act*. This order was signed on August 13, 2007 by the Honourable Tom Christensen, Minister of Children and Family Development.

A Government's Letter of Expectation was signed by the Minister and Maureen J. Chapman, Board Chair of the FRIAA, on September 16, 2007. This document can be read in full on the FRIAA website at www.fraa.ca.

FRIAA Mandate

The FRIAA 's work is guided by the Government's Letter of Expectation and by the *Community Services Interim Authority Act (CSIAA)*, which states:

“The core purpose of the FRIAA is to plan, for Government's consideration, the creation of a Permanent Authority, including the transfer of authorities and resources from the Ministry of Children and Family Development (MCFD) to the Permanent Authority.”

FRIAA STAKEHOLDERS

The FRIAA works with Aboriginal people – First Nations Urban, Land-based First Nations, Métis and Inuit – in its region, as well as the MCFD, Delegated Agencies, and other service provider organizations with ties and interests in Aboriginal communities. All of the FRIAA's stakeholders have the opportunity to participate in structuring a system for Aboriginal children and families that will be more traditional and culturally relevant. The FRIAA's commitment is to operate in an open, accountable manner and to serve the interests of all Aboriginal people in the region regardless of background or location.



For the purposes of planning and engagement, the FRIAA's stakeholders have been grouped into five broad categories. Aboriginal political representatives and community members comprise the stakeholders who are engaged through the FRIAA's community linkage activity. Community workers and MCFD funded service providers comprise the stakeholders who are engaged through the FRIAA's operational linkage activity.

Government organizations are also engaged through operational linkage activities. The following provides a more detailed description of these stakeholder groups.

Aboriginal Political Representatives

Aboriginal political representatives are engaged as leaders of organizations representing the interests of their members. These include individuals representing First Nations/Bands and/or Aboriginal political groups within the Six Circles of Communities. Examples include Chiefs and Band Council representatives, governing bodies, as well as representatives of Tribal Councils, Métis groups and United Native Nations locals.

Aboriginal Community Members

Community members are engaged as individual members of the community, representing their personal views of what the needs are for their families and their community. These representatives include individuals who reside in and represent Aboriginal communities located within the Six Circles of Communities. Examples include Aboriginal children and youth, parents and extended families as well as Elders, youth groups, and traditional family leaders.

Community Workers

Community workers include individuals who work with and provide services to Aboriginal communities, but are not sponsored by the MCFD. These individuals may be paid professionals or volunteers. Examples include school counsellors, social development workers, youth/peer counsellors and Friendship Center staff.

For the purposes of community linkage activity, these individuals are engaged based on their personal/individual relationship with the community. However, regarding operational linkage activity, these individuals are engaged as representatives of the organizations that employ them.

MCFD Funded Service Providers

MCFD funded service providers are engaged as representatives of the organizations that employ them. These individuals are directly involved in the delivery of MCFD sponsored services that will fall within the domain/authority of the Fraser Region Aboriginal Authority (**FRAA**). Examples include representatives from Delegated Agencies, Aboriginal and Non-Aboriginal Agencies, Aboriginal Friendship Centres, BC Federation of Foster Parent Associations, and MCFD Aboriginal Service Teams.

Government Organizations

Government organizations include those organizations that the FRIAA and the FRAA will maintain partnerships with as they fulfill their mandate for oversight of Aboriginal Child and Family Services. Some of these organizations include: the MCFD, Fraser Region Health Authority, Community Living BC, regional municipalities, federal and provincial governments.

FRIAA LOCATION OF OPERATIONS

The FRIAA is a planning organization only and is not involved in direct service delivery of Child and Family Services. As such, the FRIAA does not have service delivery locations. The FRIAA's planning activity is conducted out of its office, located at Suite 210 – 2276 Clearbrook Road, Abbotsford, British Columbia. The FRIAA also conducts its business in the Six Circles of Communities through direct linkages with community members where they live and work.

The Fraser Region includes the geographic area between Burnaby and Boston Bar on both sides of the Fraser River. It is home to more than 30 First Nations/Bands, as well as thousands of First Nations and Métis residents who live in urban environments. The Fraser Region is a culturally diverse area with many distinct settings including large cities and vast areas of farmland, along with smaller and fairly isolated communities.

The diversity of the landscape is also reflected in the varying needs of the region's Aboriginal residents. The FRIAA has Six Circles of Communities that incorporate geography and demographics in the planning process. The Six Circles of Communities are:

- Circle One – Hope and Boston Bar area
- Circle Two – Chilliwack
- Circle Three – Maple Ridge/Pitt Meadows/Mission
- Circle Four – Abbotsford/Aldergrove/Langley
- Circle Five – Surrey/Delta/Tsawwassen/White Rock
- Circle Six – Burnaby/New Westminster/Port Moody/Port Coquitlam/Coquitlam

For a complete list of the First Nations/Bands/Municipalities within each circle, see ***Appendix One: The Six Circles of Communities.***

FRIAA GOVERNANCE



FRIAA Board Role

The FRIAA Board's role is to foster the organization's short-term and long-term success consistent with the mandated objectives and accountabilities provided by the Government of British Columbia through the Government's Letter of Expectation.

The Board oversees the affairs of the organization and supervises the CEO, who is responsible for the day-to-day operations. The Board meets a minimum of once every two months.

The FRIAA Board is guided by the Board Resourcing and Development Office (**BRDO**) Standards of Ethical Conduct for Directors of Public Sector Organizations. These standards can be found at: <http://www.lcs.gov.bc.ca/brdo/conduct/ethicalstandards.pdf>.

In addition to the BRDO Standards of Ethical Conduct and Board Governance Principles, the FRIAA's work is guided by the following values:

- To represent all Aboriginal people in the Fraser Region, respecting their cultures and traditions, in the process of developing a Permanent Authority
- To develop a Permanent Authority based on Aboriginal principles, values and traditions, while developing accountability and evaluation structures that promote services that produce measurable results
- To have an inclusive planning process
- To identify and develop partnership opportunities
- To pursue a phased (incremental) transition of powers and authority
- To remain focused on the objective of developing a Permanent Authority
- To build on existing capacity of staff and board members
- To maintain planning momentum through retention of resources with “corporate memory”
- To achieve an adequate level of readiness prior to acquiring specific functions and accountabilities

Overall, the FRIAA provides Aboriginal people in the Fraser Region with an opportunity to participate in the planning of a Permanent Authority for Aboriginal Child and Family Services.

FRIAA Board of Directors

The FRIAA is governed by a 10-member board, which strives to ensure there is representation from area residents throughout the Fraser Region. This is achieved by designating seats for Geographic communities (i.e. one or more representatives from each of Circles One through Six) and Cultural communities (i.e. one or more representatives from Land-based First Nations, Urban First Nations and Métis). Seats are allocated in order to provide an equal representation from both Geographic and Cultural communities that make up the people in the Fraser Region.

The FRIAA Board members are selected through an application and interview process involving an independent review committee comprised of respected and involved community members who are not otherwise involved with the FRIAA or its board members. Final approval of board members rests with the provincial government.

The selection criteria for board members include professional qualifications, connection to and respect within the community, and knowledge of Aboriginal history, culture and traditions.

Member Name	Geographic Community	Cultural Representation
Maureen J. Chapman – Chair	At Large	Land-based First Nations
Terrie Davidson – Vice Chair	Circle One	Land-based First Nations
Susan Miller – Treasurer	Circle Five	Land-based First Nations
Tyler Ducharme – Secretary	Circle Three	Métis
Shannon Courchene	Circle Six	Urban First Nations
Julie George	Circle Two	Land-based First Nations
Danica Hansen-Hughes	Circle Four	Métis
June Laitar	Circle Six	Urban First Nations
Bryan Nelson	Circle Four	Métis
Vacant	At Large	Urban First Nations

Note: While no seat is specifically designated for residents of Inuit descent due to the relatively small numbers of Inuit residents in the Fraser Region, their input is sought and they can apply for a board seat. Also, the final board representation structure for the Permanent Authority may change in response to further dialogue and planning with the Fraser Aboriginal community.

FRIAA Executive Committee

The FRIAA has an Executive Committee that is responsible for overseeing operations and engaging in planning activity, necessary to complete the planning mandate of the FRIAA. The Executive Committee reviews materials with the FRIAA management and makes recommendations to the FRIAA Board.

Members of the Executive Committee include:

- Maureen J. Chapman – Chair
- Terrie Davidson – Vice Chair
- Susan Miller – Treasurer
- Tyler Ducharme – Secretary

FRIAA Management

The FRIAA management is structured as follows:

- Chief Executive Officer – Christine Boehringer
- Governance and Policy Administration – Vacant
- Community Linkage Senior – Derek Hansom
- Operational Linkage Senior – Val Dahl
- Communications – Michael Suedfeld
- Program Planning and Oversight – Vacant
- Corporate Services – Vacant

STRATEGIC CONTEXT – KEY CHALLENGES

As part of its planning process, the FRIAA has identified potential challenges and opportunities that may impact the achievement of our goal. The following describes some of these challenges, along with our proposed management strategy for the mitigation of risks.



Meeting the Diverse Interests of Different Aboriginal Groups within the Region

Challenge

The Fraser Region is home to more than 30 First Nations/Bands, with thousands more First Nations and Métis residents living in urban settings. This creates a wide range of needs along with geographical and demographic differences that will challenge the Permanent Authority process.

Management Strategy

- Use an inclusive planning process that involves dialogue and co-development of planning solutions, with representation from different Aboriginal groups residing within the Fraser Region
- Ensure that the wisdom of all Aboriginal groups included in the planning process is honoured as the FRIAA develops plans that are relevant to Aboriginal people residing within the Fraser Region

Communications with Urban Aboriginal Groups

Challenge

Urban Aboriginal people make up the largest proportion of Aboriginal people in the Fraser Region, however, urban residents often do not have central gathering places, making it difficult to communicate and plan with them.

Management Strategy

- Meet Urban Aboriginal people in smaller groups where they live and work

- Use creative solutions to reach diverse audiences, promote word of mouth and face-to-face communications wherever possible, and promote planning events in order to enhance attendance at meetings

Data and Information to Map Aboriginal-specific Services

Challenge

The FRIAA has an objective to map Aboriginal vs. General MCFD services and determine a fair and equitable proportion of resources to support Aboriginal services. However, clear Aboriginal client usage data is not readily available for many non-delegated services, making it difficult to identify the amount of resources required to support an Aboriginal Child and Family Service Stream.

Management Strategy

- Engage service providers to seek further information on Aboriginal client usage
- Use the new Contract Writing Tool and other approaches to advance the accuracy of client usage data for Aboriginal vs. General MCFD Service Streams

Recruiting or Acquiring the Necessary Staff Resources

Challenge

The FRIAA recognizes that recruiting staff may be a challenge in some of the more technical roles of the Permanent Authority. The FRIAA has had success in recruiting staff for consultation and relationship building (i.e. linkage) with Aboriginal community members and service providers.

Management Strategy

- Develop creative approaches for the recruitment of Aboriginal people where possible, and provide opportunities for mentoring and capacity development of individuals who may require some technical skill development
- Be open to recruitment of non-Aboriginal candidates where necessary to fill some positions
- Partner with MCFD and other Interim Authorities to share strategies for recruitment

Maintaining Continuity and Corporate Memory as Participants in the Planning Process Evolve

Challenge

The development of Aboriginal Authorities is a unique opportunity that will have far reaching positive impacts to all Aboriginal people. However, the planning process has been time intensive, resulting in a number of people participating and then leaving.

Management Strategy

- Work with MCFD to ensure continuity among the people involved in the Authority planning process
- Retain people that have the corporate memory necessary to pass on important insight and history about the planning process to those who are joining the Aboriginal Authority

STRATEGIC CONTEXT – KEY OPPORTUNITIES

Political Support

To date, the provincial government has remained committed to continuing the Permanent Authority process and the FRIAA has received solid support. Along with its support for the Permanent Authority, the Government of BC has been more invested in Aboriginal issues. This has been part of an overall revival in Aboriginal culture and traditions, both of which are key components of planning for the FRIAA.

Support from Aboriginal Political Organizations and Leaders

The FRIAA has worked with a number of Aboriginal political organizations and leaders, garnering significant support from both provincial organizations and local Aboriginal political groups and leaders.



Community Support

The FRIAA has enjoyed strong support from the communities where it operates and interacts. This is demonstrated through Town Hall meetings that have attracted 100 or more people, as well as in the interest shown at numerous public events that the FRIAA staff, Elders, and Board members attend.

The Relationship with the Fraser MCFD and Service Providers

The FRIAA has enjoyed a close working relationship with frontline staff and management of the Fraser Region MCFD. The FRIAA has maintained a positive relationship with the region's two delegated Aboriginal service providers, as well as other community-based service providers. This has allowed for the consistent sharing of information and ideas, as the FRIAA seeks to co-develop plans for a Permanent Authority that meets the needs of Service Providers. **Appendix Two: FRIAA Dialogue with Service Providers** lists all of the service providers we have had dialogue with during the planning process.

FRIAA GOALS, OBJECTIVES, KEY STRATEGIES, MEASURES AND TARGETS

The FRIAA's core purpose, as delineated within the Government's Letter of Expectation, is "to plan, for Government's consideration, the creation of a Permanent Authority, including the transfer of authorities and resources from the Ministry of Children and Family Development (MCFD) to the Permanent Authority."

In order to achieve this core purpose, the FRIAA has established the following objectives:

1. Use an inclusive planning process with thorough and appropriate dialogue with First Nations/Bands, as well as Métis and Urban Aboriginal people, to ensure that the Permanent Authority being developed meets the collective needs of Aboriginal community members.
2. Use an inclusive planning process with thorough and appropriate dialogue with community-based service providers and the Fraser MCFD teams currently providing service to Aboriginal children in the Fraser Region. This process will ensure that the Permanent Authority being developed is aligned with wisdom collected from the organizations that provide services to Aboriginal children.
3. Provide options and make recommendations to the government concerning model(s) of leadership for Aboriginal Child and Family Development Services and planning.
4. Work with the Fraser MCFD to identify Aboriginal client usage and other data necessary to map Aboriginal versus General programs.
5. Prepare an operational and transition plan consistent with a phased-in approach towards the creation of a Permanent Authority.

Specific strategies and performance measures associated with each of the six FRIAA objectives are described in the following section. As a planning body only, the performance measures are focused on planning, community engagement, and development of governance, operational and transition plans necessary to become a Permanent Authority.

The FRIAA intends to become a Permanent Authority in 2008/09 with a different mandate and core business. As such, this Service Plan does not include performance measures for 2009 to 2011. A new Permanent Authority Service Plan, with applicable

objectives and performance measures, will be submitted after the transition to a Permanent Authority.

Objective One: Use an inclusive planning process with thorough and appropriate consultation with all Land-based and Urban First Nations and Métis residents to ensure that the Permanent Authority being developed meets the collective needs of Aboriginal community members.

STRATEGIES			
<ul style="list-style-type: none"> Have thorough consultation with community members and Aboriginal leadership to engage them in the planning process for a Permanent Authority 			
PERFORMANCE MEASURES	TARGETS		
	2008/09	2009/10	2010/11
<ul style="list-style-type: none"> Attend community events to provide updates on the regionalization process Establish six CCACs for ongoing dialogue with community members regarding the creation of the FRAA 	90 community events attended Six CCACs established	TBD	TBD
<ul style="list-style-type: none"> Host FRIAA community events to gather input and feedback from community members regarding planning for the creation of the FRAA 	20 FRIAA events implemented	TBD	TBD
<ul style="list-style-type: none"> Seek support/feedback from Aboriginal leadership groups regarding the proposed plan for FRAA 	Letters of support collected	TBD	TBD

Objective Two: Use an inclusive planning process with thorough and appropriate dialogue with community-based service providers and the Fraser MCFD teams currently providing service to Aboriginal children in the Fraser Region. This process will ensure that the Permanent Authority being developed is aligned with wisdom collected from the organizations that provide services to Aboriginal children.

STRATEGIES			
<ul style="list-style-type: none"> Have thorough consultation with community-based service providers (both delegated and non-delegated) to engage them in the planning process for a Permanent Authority 			
PERFORMANCE MEASURES	TARGETS		
	2008/09	2009/10	2010/11
<ul style="list-style-type: none"> Identify the Service Providers' operational issues and challenges that may be resolved with support from the Permanent Authority 	Documentation of issues and challenges completed	TBD	TBD
<ul style="list-style-type: none"> Establish Service Provider tables that will provide operational advice to the Permanent Authority 	Service Provider tables established	TBD	TBD
<ul style="list-style-type: none"> Seek support from Service Providers regarding the proposed plan for a Permanent Authority 	Letters of support collected	TBD	TBD

Objective Three: Provide options and make recommendations to the government concerning model(s) of leadership for Aboriginal Child and Family Development Services and planning.

STRATEGIES
<ul style="list-style-type: none"> Develop a governance and accountability framework for the Permanent Authority

PERFORMANCE MEASURES	TARGETS		
	2008/09	2009/10	2010/11
<ul style="list-style-type: none"> Develop a board representation structure that reflects the Fraser communities 	Structure developed	TBD	TBD
<ul style="list-style-type: none"> Present the proposed board structure, nomination and selection process and seek input from community 	25 stakeholder meetings to present process	TBD	TBD

Objective Four: Work with the Fraser MCFD to identify Aboriginal client usage and other data necessary to map Aboriginal versus General programs.

STRATEGIES			
<ul style="list-style-type: none"> Perform analysis of programs to identify the sequence of programs for early transfer to a Permanent Authority Perform preliminary mapping of services to identify Aboriginal versus General programs 			
PERFORMANCE MEASURES	TARGETS		
	2008/09	2009/10	2010/11
<ul style="list-style-type: none"> Analyze existing MCFD services to determine which ones are most suitable for preliminary disentanglement and transfer to a Permanent Authority 	Analysis completed	TBD	TBD
<ul style="list-style-type: none"> Map selected MCFD programs designated for early transfer Identify Aboriginal versus General programs and perform analysis to ensure equitable resource allocations for each 	Mapping and analysis completed	TBD	TBD

Objective Five: Prepare an operational and transition plan consistent with a phased-in approach towards the creation of a Permanent Authority.

STRATEGIES			
<ul style="list-style-type: none"> Develop a corporate services and program oversight infrastructure to support a phased-in approach for creation of a Permanent Authority 			
PERFORMANCE MEASURES	TARGETS		
	2008/09	2009/10	2010/11
<ul style="list-style-type: none"> Document functions and activities that FRAA requires for oversight of Aboriginal Child and Family Services 	Analysis completed	TBD	TBD
<ul style="list-style-type: none"> Develop operational readiness to administer corporate services functions required by the Permanent Authority 	Corporate Services readiness completed	TBD	TBD
<ul style="list-style-type: none"> Develop operational readiness (i.e. procedures, staffing and infrastructure) necessary for program oversight (of the first designated programs to transfer from MCFD to the Authority) 	Program oversight readiness completed	TBD	TBD
<ul style="list-style-type: none"> Demonstrate readiness for program oversight of the first programs selected for transfer from MCFD to the Permanent Authority 	Readiness for program oversight of first programs implemented	TBD	TBD

FRIAA PERFORMANCE MEASUREMENT SYSTEM

1. **Consultation Tracking Tool:** The FRIAA will use documentation tools to track all meetings with stakeholders and perform analysis to determine how many times the FRIAA has met the different categories of stakeholders (i.e. by different type and/or geographic location).

2. **Data Themes:** The FRIAA will document and present the wisdom collected through various linkage activities with stakeholders. The FRIAA will maintain themes from Service Provider and community linkage meetings.



3. **Stakeholder Letters of Support:** The FRIAA is collecting support letters from various community and operational stakeholders to confirm the support they have for the FRIAA's planning outcomes.

4. **Feedback from Community:** The FRIAA will continue to conduct various community and service provider meetings (i.e. focus groups, larger community meetings, tables, etc.) to get direct performance assessments about its planning effort from stakeholders.
5. **FRIAA Deliverables Status Reports:** The FRIAA will maintain a deliverables status report, issued quarterly, that illustrates the status of its deliverables and planning tasks in relation to established target dates.
6. **Financial Audit:** Financial information from the FRIAA is audited annually by the Office of the Auditor General.

FRIAA SUMMARY FINANCIAL OUTLOOK

	2007/08 (forecast)	2008/09	2009/10	2010/11
Major Source of Revenue				
Total Revenue from MCFD	\$780,000	TBD	TBD	TBD
Major Sources of Expenses				
Staffing	\$297,000	TBD	TBD	TBD
Administration	\$199,000	TBD	TBD	TBD
Contracted Services	\$142,000	TBD	TBD	TBD
Board of Directors	\$109,000	TBD	TBD	TBD
Community Consultation and Linkage	\$33,000	TBD	TBD	TBD
Total Expenses	\$780,000	TBD	TBD	TBD
Total Debt	\$0	\$0	\$0	\$0
Retained Earnings	\$0	\$0	\$0	\$0
Capital Expenditures	\$0	\$0	\$0	\$0
FTEs (by core business area)	7.0	TBD	TBD	TBD

Note 1: The FRIAA is an interim authority with the mandate to “plan, for Government’s consideration, the creation of a permanent authority, including the transfer of authority and resources from MCFD to the permanent authority”. Contingent on the consideration of permanent authority legislation by the Legislative Assembly and achieving readiness criteria, FRIAA anticipates to be established as a permanent authority in 2008/09. It is not currently known how long the interim authority will be in existence during 2008/09. FRIAA is in the process of developing a budget proposal for the Ministry of Children and Family Development’s review and funding approval based on an ongoing assessment of anticipated activities in 2008/09.

Note 2: The FRIAA is a planning organization that does not have annualized expenditures for service delivery. Therefore the budgets for 2008/09 and beyond are not established. It is expected that the FRIAA will evolve into a Permanent Authority with a distinctly different mandate and operating requirements during 2008/09. An appropriate budget for the Permanent Authority will be developed at that time.

Appendix One THE SIX CIRCLES OF COMMUNITIES

The FRIAA has created Six Circles of Communities within its region. These Circles encompass areas with similar demographics and whose residents frequently access services from the same providers.

The Six Circles of Communities are:

Circle One: Eastern Region/Fraser Cascade – Municipalities of Hope, Agassiz, Harrison Hot Springs, Yale, Boston Bar, North Bend; First Nations/Bands – Boothroyd, Boston Bar, Chawathil, Chehalis, Peters, Seabird Island, Scowlitz, Shxw'ow'hamel, Skawahlook, Spuzzum, Union Bar, Yale.



Circle Two: Chilliwack – Municipalities of Chilliwack, East/West Popkum, Cultus Lake; First Nations/Bands – Aitchelitz, Cheam, Kwaw Kwaw Apilt, Popkum, Skowkale, Skwah, Skway, Soowahlie, Squiala, Tzeachten, Yakweakwoose, Skwah.

Circle Three: Mission/Maple Ridge/Pitt Meadows – Municipalities of Mission, Maple Ridge, Pitt Meadows; First Nations/Bands – Douglas, Katzie, Leq'a:mel, Matsqui.

Circle Four: Abbotsford/Langley/Aldergrove – Municipalities of Abbotsford, Langley, Fort Langley, Aldergrove; First Nations/Bands – Kwantlen, Sumas.

Circle Five: Surrey/Tsawwassen/Delta/Ladner/White Rock – Municipalities of Surrey, Tsawwassen, Delta, Ladner and White Rock; First Nations/Bands – Musqueam, Semiahmoo, Tsawwassen.

Circle Six: Burnaby/New Westminster/Tri-Cities – Municipalities of Burnaby, New Westminster, Port Moody, Coquitlam, Port Coquitlam; First Nations/Bands – Kwikwetlem, Qayqayt.

Note: Some First Nations/Bands have territories covering more than one Circle. For the purposes of these listings, we have included only the Circle where their offices are located.

Appendix Two

FRIAA DIALOGUE WITH SERVICE PROVIDERS

As part of its mandate, the FRIAA has established contacts with service agencies throughout its region. These include MCFD offices, on-reserve or Band-operated organizations, the region's two Delegated Agencies (Xyolhemeylh Child and Family Service and Métis Family Services) and organizations that deliver MCFD funded or directed services.

The first phase of the FRIAA's dialogue with service providers was to work with them to identify the operating issues and challenges they face, and to consider areas a Permanent Authority could focus on to build a strong community service provider network for Aboriginal Child and Family Services. This dialogue with service providers resulted in the creation of a Themes document that will be used for ongoing planning with service providers and the co-development of solutions for a Permanent Authority. Organizations that have participated in the Service Provider dialogues to include:

- Abbotsford Community Services
- Agassiz-Harrison Community Services
- Anishnaabe Place
- Burnaby Family Life Institute
- Children's Foundation
- Chilliwack Community Services
- Deltassist Family and Community Services
- Family and Youth Services Society (FAYSS)
- Free Rein
- Hope Community Services
- Kla-how-eya
- Langley Child Development Centre
- Lower Mainland Purpose Society for Youth and Families
- Maple Ridge/Pitt Meadows Community Services
- MCFD Aboriginal Child and Family Services
- Métis Family Services
- Mission Indian Friendship Centre
- OPTIONS: Services to Community Society
- Pacific Community Resource Society
- PLEA
- Qwi:qwelstom Aboriginal Justice Services
- Ridge Meadows Association for Community Living
- Ridge Meadows Child Development Centre
- Saint Leonard's Youth and Family Services Society
- Seabird Island First Nations
- Share Family and Community Services Society
- Spirit of the Children Society
- Surrey Community Services
- Tsawwassen First Nation
- Westcoast Family Resources Society
- Xwe'a:yem
- Xyolhemeylh Child and Family Services