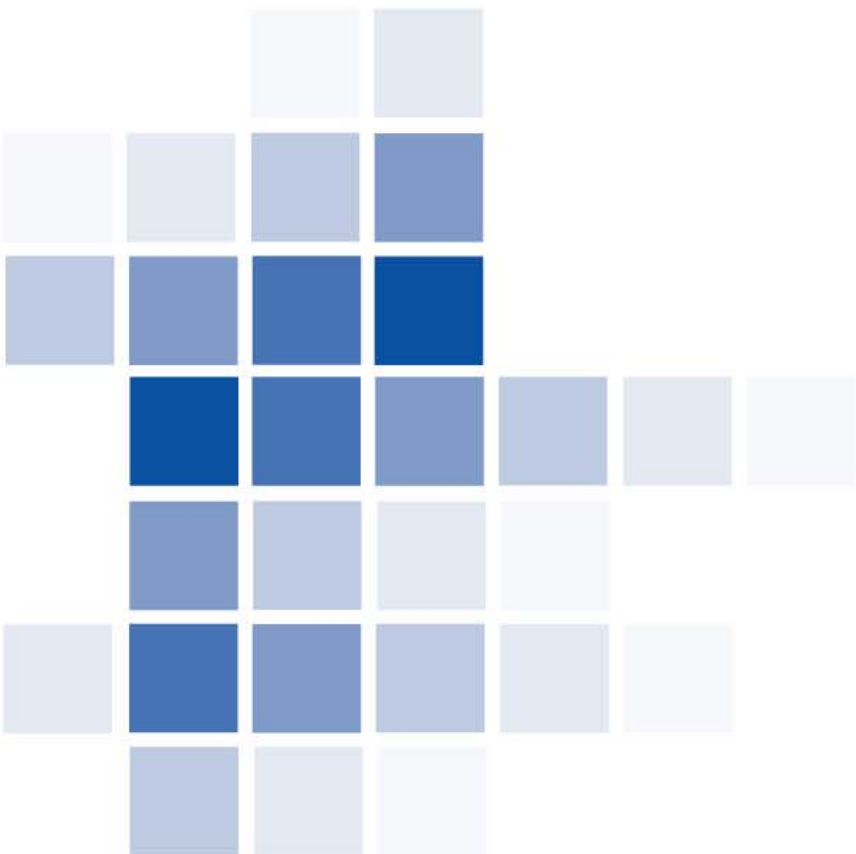
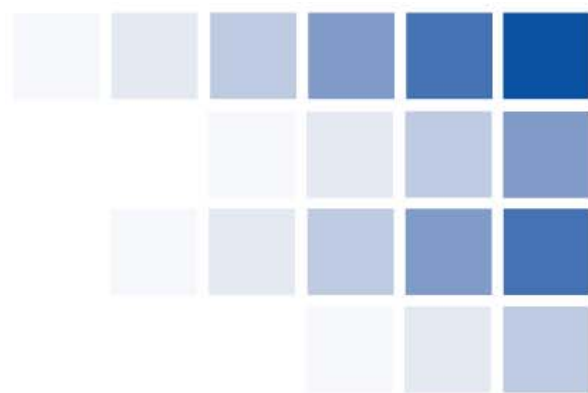


ASSEMBLY HANDBOOK



April 2009



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Introduction

The following information is designed to facilitate the work of the Assembly of Co-Chairs of the Child and Family Services Authorities (CFSAs).

The material contained in this handbook was developed by the Assembly of Co-Chairs (also referred to as the Assembly) during the first year of operation, and has been revised in accordance with decisions made at subsequent meetings.





Purpose of the Assembly

The role of the Assembly is to benefit Alberta's children by providing a strategic, governance focus to support and enhance the work of the Child and Family Services Authorities. The Assembly of Co-Chairs, in conjunction with the Children and Youth Services Department, will work to meet the needs of Alberta's children in a spirit of mutual respect and support.

Vision and Mission

*The **Ministry vision** is "An Alberta where children and youth are valued, nurtured and loved. They will develop to their potential supported by enduring relationships, healthy families, and safe communities." Alberta will be child, youth and family friendly.*

*The **Ministry mission** is to "work together to enhance the ability of families and communities to develop nurturing and safe environments for children, youth and individuals." It is within this context that the Assembly developed its vision and mission.*

The Assembly's contribution to the Ministry mission and vision is in the context of the entities it can directly impact, that is, the Authorities (Authority boards), the Minister and the Ministry of which it is a part.

Assembly Vision

The vision of the Assembly of Co-Chairs is that all CFSAs and the Minister value the Assembly as a key component in their success for children and families.

Assembly Mission

The Assembly of Co-Chairs is a body of influence, through shared leadership of Aboriginal and non-Aboriginal Co-Chairs, that helps determine the direction of the Ministry in our business.



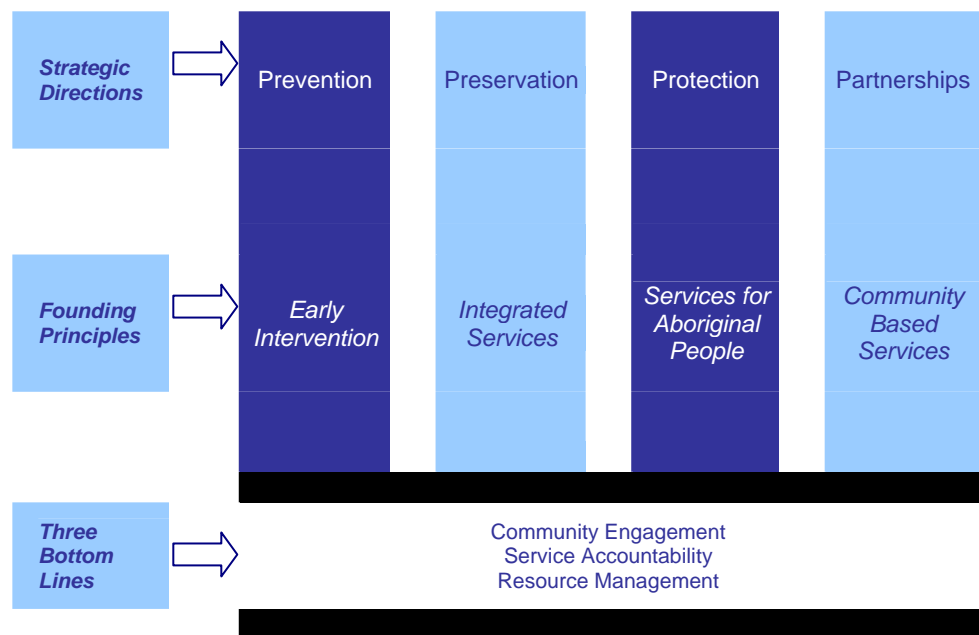
Values

- We value all children in the province equally.
- We demonstrate honesty that includes transparency, openness and compassion.
- We present a unified support of Assembly agreements. We speak with one voice.
- We work in partnership with the Minister and Ministry.
- We come together in a spirit of respect and integrity.
- We listen to one another and valuing the perspective that each member brings.
- We demonstrate leadership.
- We demonstrate mutual respect for all members and government representatives.
- We trust in the competence and abilities of fellow Co-Chairs.



Context

The work of the Assembly operates within the context of the Ministry strategic plans and goals. These include the strategic directions of prevention, preservation, protection and partnerships and are founded on the four pillars: early intervention, integrated services, services for Aboriginal people and community-based services. Together these eight strategic directions are anchored in the Ministry's three bottom lines.



Functions

The Assembly will:

- Provide a vehicle for Authorities to support each other, work together and discuss issues affecting all Authorities.
- Provide a formal link between government and Authorities to identify issues of common interest and collectively develop and implement appropriate actions.
- Ensure Authorities' and government's strategic and business planning is done in a cooperative, collaborative manner that moves towards integration.
- Uphold and promote the integrity and implementation of the Four Pillars and the Strategic Directions of Child and Family Services.
- Share information and learn from one another's experiences.
- Ensure that Authority boards are informed of matters before the Assembly and apprised of outcomes.
- Assist in the ongoing development of Authority board members.
- Facilitate partnerships and collaboration.

Strategic Goals are determined annually by the Assembly.



Strategic Goals (2008-2010)

	Aboriginal Priority	Community Capacity	Body of Influence	Leading Practices
Strategic outcome	<i>Enhance the ability of the Authorities to meaningfully involve Aboriginal children, youth, families and communities to address their issues and needs.</i>	<i>Enhance the ability of the Authorities to provide governance leadership in community capacity development.</i>	<i>As a body of influence, advocate on behalf of children, youth and families.</i>	<i>Promote and share leading governance practices.</i>
2008–2010 Assembly Goals	Advocate with the Department to ensure goals for Aboriginal children, youth and families are being met and or exceeded.	Establish a community capacity committee to bring recommendations to Assembly on the role of governance in community capacity development.	Partner with the Department to ensure CFSA involvement in setting strategic priorities for the Ministry. Ensure CFSA involvement to assure that strategic planning is aligned with the Four Pillars.	Assembly to share leading CFSA practices on at least two topics.
Strategies to achieve goals	Meet with DM to discuss aboriginal pillar. Plan a discussion with Assembly and DM. Develop a plan of action. (Referred to PAAC Committee)	Develop terms of reference. Establish membership. (Referred to Community Capacity Committee)	Review (and revise) committee Terms of Reference. Host a CFSA planning day to provide input into the Ministry business plan. (Referred to Strategic and Business Planning Committee)	Identify the two topics and method for sharing leading practices. (Referred to Board Development Committee)



Structure of the Assembly

Membership

The Assembly is comprised of the two Co-Chairs from each Authority board. If a Co-Chair is unable to attend, a designate may attend on their behalf.

The Minister of Children and Youth Services is an Honorary Chair; the Department Deputy and Assistant Deputy Ministers are ex-officio members. The CFSA Chief Executive Officers (CEOs) may be invited to attend meetings in an advisory/support capacity to their board Co-Chairs.

Meetings

The Assembly meetings are determined a year in advance or at the call of its Chairs. Meetings are chaired by one Aboriginal and one non-Aboriginal person from amongst its members.

Election of Assembly Chairs

Each year, the Assembly elects either an Aboriginal person or a non-Aboriginal person, as the case may be, from amongst its members to chair and facilitate meetings.

- Elections for Chairs are held annually at the Assembly meeting in the fall – either for the Aboriginal or non-Aboriginal Chair.
- A call for nominations is made; the person nominated agrees to let their name stand.
- If the nominee is not present, it is the obligation of the nominator to ensure they have the nominee's agreement to let their name stand.
- Ballots are distributed, collected and tallied by the support staff.
- Results are conveyed to the current Chairs for announcement to the Assembly participants.
- In the event of a tie, a new vote is conducted.



- The new Chair of the Assembly will assume his/her role at the end of the fall Assembly meeting, for a period of two years.

Executive and Administrative Support

The Assembly is supported by the Board Resources and Development Unit of the Governance Services Branch, Alberta Children and Youth Services.

Assembly Relationships

Minister of Children's Services

The Assembly has a role in the development of policy. This role is determined jointly between the Minister and the Assembly. The Minister will have standing time on the agenda.

Chief Executive Officers

CEOs play an integral role with their regional Co-Chairs to identify issues for the Assembly that have policy or governance implications. The CEO Team may also identify and refer issues that need to be addressed by the Assembly.

Department

Through the Deputy Minister or his or her designate(s), the Department has a role to inform and facilitate the work of the Assembly.

The Assembly will ensure mutually beneficial relationships amongst the Department, Co-Chairs and CEOs. The Deputy Minister and the Senior Management Team will have standing time on the agenda.

Partners

From time-to-time, the Assembly may request representatives of a partnering ministry or organization to attend an Assembly meeting for the purpose of facilitating stronger working relationships.





Roles and Expectations

Role of the Chairpersons

The Chairpersons (or Chairs) of the Assembly will be comprised of one Aboriginal and one non-Aboriginal Co-Chair. The terms for the Chairs will be staggered, and an election will be held each year to elect one of these positions for a two-year term (see section on Elections). Their responsibilities include, but are not limited to the following.

- Manage the Assembly meetings, including the development of meeting agendas.
- Hold Assembly members accountable to the code of group conduct.
- Work with support staff to ensure that adequate minutes are generated from Assembly meetings, and that they are distributed in a timely manner.
- Between meetings, ensure that decisions of the Assembly go forward, obtain policy papers, and extend invitations to individuals or organizations with which the Assembly wishes to meet.
- Speak on behalf of the Assembly as “goodwill ambassadors”.
- With the agreement of the Assembly members, develop a process for monitoring the overall effectiveness of the Assembly.
- Adhere to the policies of the Assembly for the selection of committee members.
- Develop ad hoc committees as needed.
- When directed by the Assembly, promote relationships with other governing organizations.
- Fulfil specific tasks as requested by the Assembly.



Code of Group Conduct

The code of group conduct is to help members stay focused and to promote professional conduct that supports the mission, vision and strategic goals of the Assembly.

Preparation

- Come prepared and well-read on the agenda items.
- Have a sense of the board's position(s) on issues.
- Use structured processes to conduct meetings, to save time and limit debate.

Participation

- Focus on the mission, vision and strategic goals of the Assembly.
- Contribute and encourage full participation.
- Promote collaboration, coordination, partnerships and collective thinking.
- Present and act in a professional manner (be on time; respect the Chairpersons and other members).
- Support implementation of the decisions of the Assembly within the Authorities.

Communication

- Facilitate communication without bias or prejudice.
- Listen and understand the needs of other Authorities.
- Recognize the interplay of rights and obligations of all parties.
- Respect the obligation of confidentiality.
- Be open to disagreeing.
- Respect diversity.





Assembly Meetings

Agenda

General

The Minister and the Deputy Minister have standing time on the agenda.

Reports from the sub-committees are a standing agenda item.

Each agenda will have a section called "Emerging Issues." *(These topics must be emergent at the time of the meeting and not topics that missed the agenda submission deadline.)*

Breakfast and lunch are provided whenever possible. These meals are charged to the Assembly budget.

Determination of the Agenda

- The Assembly Chairs invite Co-Chairs to submit items for inclusion on the agenda. This request is normally sent five weeks prior to the scheduled Assembly meeting.
- Agenda items are forwarded to the Governance Services Branch using the format template (refer to Appendix 1).
- Cut-off for submitting agenda items is four weeks prior to the Assembly meeting date.
- All requests are reviewed for the following.
 - Is this a provincial or regional topic?
 - Is this a governance or operations topic?
 - What is the purpose of the presentation (information/discussion/decision)?
 - Is pre-reading material available for distribution?
 - Can the topic be presented in an alternate manner if there is not enough time on the agenda to accommodate the item?
- Agenda items are flagged as either a discussion, decision or information item.
- The agenda and meeting materials are normally distributed to Assembly members two weeks prior to the scheduled Assembly meeting date.
- An in-camera discussion may be added to the agenda upon the request of a Co-Chair.



Presentations

- Interactive presentations are strongly encouraged.
- Visual presentations (e.g., Microsoft PowerPoint) are requested whenever possible.
- Presenters should provide handout material whenever possible.
- Small group discussions will be utilized as appropriate.

Decision-Making Procedures

For Internal Operations Issues

1. Issue is presented.
2. Chair moderates discussion, in a manner that encourages everyone to express his/her view.
3. In facilitating discussions, the Chair will use participatory decision-making/analytical processes most appropriate to the issue and its circumstances.
4. When Chair senses the group is ready to seek consensus, Chair requests or repeats a consensus statement, then asks whether everyone supports or at least can “live with” the consensus statement. If all members can, the statement is thereby adopted as a decision of the Assembly.
5. Should anyone be unable to do so, Chair asks whether and how the statement could be changed to make it acceptable.
6. If such change(s) result in pure consensus (that is, all members can support or live with the amended statement), such statement is adopted as a decision of the Assembly.
7. Chair repeats Steps 4 and 5 as often as Chair deems appropriate; OR
Chair repeats Steps 4 and 5 as often as Assembly agrees, by pure consensus, is appropriate; OR
Two tries is enough – go to Step 8.



8. If, after Step 7, pure consensus has not been reached, Chair puts the issue or requests that the issue be put in the form of a resolution, requests a seconder, and, if the resolution is seconded, conducts a vote thereon, without further discussion (other than for clarification).
9. Voting
 - a) Voting under Step 8 shall be by show of hands, unless at least two members request secret balloting.
 - b) Each regional Co-Chair present shall be entitled to vote.
 - c) Proxies will not be allowed.
 - d) Because proxies are prohibited, and since the Assembly is an Assembly of Regional Co-Chairs (not an assembly of regions), participants who are not Co-Chairs are not allowed to vote.
 - e) The Co-Chair that is leading the discussion is allowed to vote.
 - f) For a resolution to be adopted, at least two thirds of the Co-Chairs present must vote in support of the resolution.

For Issues Involving External Action

1. If the Assembly must make a decision immediately (for example: "Should the Assembly accept an invitation to attend and present at a committee meeting a week after the Assembly's meeting?").
 - a) The procedure specified for internal operation issues shall be followed.
2. If the Assembly does not need to make a decision immediately (for example: "Should the Assembly seek ex-officio membership on a particular committee?").
 - a) The procedure specified for internal operation issues, Steps 1 through 7 shall be followed.
 - b) If, after Step 7, pure consensus has not been reached, the Assembly takes no further action on the issue at that meeting.



For Taking Action

The Chairs ensure that the Assembly makes a decision on:

- how an item or issue will be actioned beyond the Assembly meeting; and
- the formal report back to the Assembly on the implementation of such action and results.

Ministry Policy Approval Process

Once the Assembly approves a policy document that is to be forwarded to the Minister, it will first go through Senior Management Team (SMT)¹ and Ministry Executive Team (MET).² If the document is changed substantially by either of these two groups, it will be returned to the Assembly for ratification before it is sent to the Minister.

Other correspondence may be sent directly to the Minister.

¹ SMT is comprised of the Deputy Minister, the Assistant Deputy Ministers, Executive Director, and Director of Communications.

² MET includes SMT, as well as the Children's Advocate and the CEOs of the ten CFSAs.





Committees of Assembly

Standing Committees

There are two standing committees of the Assembly.

- The Provincial Aboriginal Advisory Committee (PAAC) is a standing subcommittee of the Assembly (see Terms of Reference in Appendix 2).
- The Strategic Planning Committee was convened to identify and enhance the role the Assembly of Co-Chairs has in Ministry strategic and business planning activities (see Terms of Reference in Appendix 2).

Task-oriented committees reporting to the Assembly may be formed at its discretion. Membership on sub-committees may include Assembly members and others approved by the Assembly. Terms of Reference will be formally reviewed annually or as circumstances warrant.

Method of Appointment

For the purpose of determining committee representation the requests or need for committee representatives have been categorized into three areas:

- Type A. Internal Committees – Committees for Assembly's own purposes
- Type B. External Committees – with Assembly representation and enough lead time to use a selection process
- Type C. External Committees – with Assembly representation and very limited lead time to select

Selection Criteria

For all three types of committees, the following criteria will be used for identification and selection of members.



Balanced Representation

Whenever possible, there will be due consideration given to a balance of urban/rural, small/medium/large size, Aboriginal/ non-Aboriginal members.

Sharing the Work

There will be due consideration to the distribution of committee assignments amongst the total Assembly membership.

Type A - Internal Committees

- Assembly to determine its committees.
- Co-Chairs who are interested submit their names to Assembly support office.
- Chairpersons and Assembly support staff determine potential representative(s) taking into consideration the established criteria.
- Potential representative(s) to be contacted for their agreement to participate.
- All Assembly members to be notified of the committee selections.
- Terms of Reference developed to include:
 - task (the deliverables);
 - timelines;
 - membership;
 - chairperson(s); and
 - reporting requirements.
 - Committee expenses are charged to Assembly budget.



Type B - External With Sufficient Lead Time

- Requesting party will identify:
 - purpose of the committee;
 - anticipated duration of the committee;
 - anticipated time commitment;
 - location of the meetings;
 - deadline for submission of names; and
 - party responsible for covering expenses.
- Information will be distributed to all Child and Family Services Authorities Co-Chairs for review and consideration.
- Co-Chairs submit name(s), either their own name or their choice of the member designate. Submit names to Governance Services Branch.
- Chairpersons, Governance Services Branch staff and requesting party determine potential representative(s), taking into consideration the established criteria.
- Potential representative(s) to be contacted for their agreement to participate.
- All Assembly members to be notified of the committee selections.

Type C - External With Very Limited Lead Time

- Requesting party will identify:
 - purpose of the committee;
 - anticipated duration of the committee;
 - anticipated time commitment;
 - location of the meetings;
 - deadline for submission of names; and
 - party responsible for covering expenses.
- Chairpersons and Assembly support staff review the request and the list of Assembly members who have been, or are currently, on a committee.
- The established criteria are taken into consideration.
- Potential representative(s) contacted to see if they are in agreement to participate on the committee.
- All Assembly members to be notified of the committee and their representative(s).





Appendix 1 - Request for Agenda Item

Submitted by: _____

Date: _____

ITEM:	
PURPOSE: <i>(Deliverable expected at the meeting - discussion/information/consensus)</i>	
TIME REQUIRED:	
BACKGROUND: <i>(Include potential risks/consequences/opportunities)</i>	





Appendix 2 - Standing Committees

Terms of Reference - Provincial Aboriginal Advisory Committee (PAAC)

Purpose

To provide a provincial forum for Aboriginal Co-Chairs to support each other, make recommendations to the Assembly on matters of advocacy, action and support that affect communities, in order to ensure the focus of the Aboriginal pillar¹ and to improve the health, safety and well-being of Aboriginal and all Alberta's children and families.

Function

The PAAC will:

- Uphold and promote the integrity and implementation of the four Pillars and the Guiding Principles of Child and Family Services.
- Provide a vehicle for Aboriginal Co-Chairs to support each other and work together.
- Provide a formal process from PAAC to the Assembly to identify issues of Aboriginal interest, and collectively develop and implement appropriate actions.
- Share information and learn from one another's experiences through traditional information-sharing.
- Promote the ongoing development of regional authority board members on Aboriginal awareness.
- Establish linkages with other Aboriginal bodies and organizations in the province.

Membership

The PAAC is comprised of Aboriginal Co-Chairs, or a designate, from each Authority.

¹ One of the four pillars, commonly known as the Aboriginal pillar, is "Improved Aboriginal Services: planning and service delivery will reflect the values, beliefs and customs of First Nations, Métis and other Aboriginal people in a respectful, collaborative way."



PAAC elects annually a Chair or a Vice-Chair, as the case may be, from amongst its members to chair and facilitate meetings. The Chair and the Vice-Chair assume their respective roles at the end of the meeting in which each is elected, for a period of two years.

Meetings

The PAAC will meet quarterly, or at the call of its Chair. Task-oriented committees reporting to the PAAC may be formed at its discretion. Membership on sub-committees may include PAAC members and others approved by the PAAC.

Reporting

PAAC will report to the Assembly as a standing item on the agenda.

Administrative Support

Administrative support will be provided by the Governance Services Branch.

Review

Terms of Reference will be formally reviewed annually, or as circumstances warrant.

(As approved by the Assembly in December 2007)



Terms of Reference - Strategic and Business Planning Committee

Purpose

As a standing committee of the Assembly of Co-Chairs the Strategic and Business Planning Committee exists to identify and enhance the role of the Assembly of Co-Chairs in Ministry strategic and business planning activities.

Context

The Ministry updates the three-year rolling Ministry Business Plan each year, with input provided through a variety of processes and entities, which has included a Strategic Planning Forum. Because of the nature of the planning process to date, the details of the Ministry's vision in terms of the desired future for Children, Youth and Families of Alberta have not been articulated and widely shared.

The Ministry also provides input to the Government of Alberta Strategic Plan, Cross Ministry Initiatives and Medium Term Strategic Plans and Business Plan throughout the year. There are key windows of influence into the Government planning process however these are on very tight timeline. Often sensitive information regarding GOA planning is received by the Department, which only the Department currently provides feedback on. If possible, sharing of this information on a limited basis could be very beneficial in obtaining stakeholder feedback and would enhance the outcomes.

An opportunity exists to enhance the planning process through the introduction of a "bottom-up approach" with a variety of Ministry stakeholders. Using the "authority regional delivery system" lens to gather input into strategic planning and the Ministry Business Plan will facilitate community stakeholder input on interests and concerns. The Assembly of Co-Chairs could provide a leadership role in establishing a "bottom-up" approach for regional planning forums to inform the Ministry Strategic Planning process. The Assembly of Co-Chairs could also play a key role in the review of proposed updates to the Ministry Business Plan in terms of addressing the priorities of the "authority regional delivery system".

Deliverables

1. The development and recommendation to the Assembly of a Strategic and Business Planning Policy that:
 - supports a “bottom-up approach” for input into strategic planning for implementation in 2005;
 - provides for review of the Ministry Business Plan through an “authority regional delivery system “lens”;
 - identifies processes for receiving and providing input on sensitive planning related information;
 - supports development of a process to ensure a common understanding throughout the regions regarding the 4 strategic directions of the Ministry;
 - supports development of a process to ensure that there is an adequate level of community engagement that will be inclusive of relevant external factors; and
 - supports the development of tools, materials and parameters to facilitate the gathering and vetting of issues from the regional delivery system.
2. The development of events planning guides for Assembly ratification and ensuring the implementation of these plans.
3. Recommendations to the Assembly of processes and structures to enact the policy for the development of strategic and business plans.
4. Recommendations to the Assembly on tools and materials that would support strategic and business planning at the regional level.
5. Reports back to the Assembly on the implementation of the policy for strategic and business planning.

Reporting

The Committee will report to the Assembly, on a regular basis, regarding the deliverables.



Appendix 3 - Acronyms

The following list is an excerpt from the Board Member Manual.

AADAC	Alberta Alcohol and Drug Abuse Commission
AAHB	Alberta Adult Health Benefit
AAMIMH	Alberta Alliance on Mental Illness and Mental Health
AAND	Aboriginal Affairs and Northern Development
AASAC	Alberta Association of Sexual Assault Centres
ACAA	Association for Communities Against Abuse
ACAV	Action Committee Against Violence
ACFCR	Alberta Centre for Child, Family and Community Research
ACHB	Alberta Child Health Benefit
ACSC	Alberta Corporate Service Centre
ACWS	Alberta Council of Women's Shelters
ACYI	Alberta Child and Youth Initiative
ACYS	Alberta Children and Youth Services
ADM	Assistant Deputy Minister
AEAAN	Alberta Elder Abuse Awareness Network
AG	Auditor General
AHRE	Alberta Human Resources and Employment
AHW	Alberta Health and Wellness
AJLN	Aboriginal Justice Learning Network
AMHB	Alberta Mental Health Board
APS	Alberta Public Service
AR	Action Request
ARM	Alberta Response Model
ARRS	Adoption Registry and Reunion System
ARTS	Action Request Tracking System
ASWB	Association of Social Work Boards
BF	Bring Forward
CAN	Crisis Action Network
CASW	Canadian Association of Social Workers
CCIS	Child Care Information System
CCSD	Canadian Council on Social Development
CFSA	Child and Family Services Authority
CIAFV	Community Initiatives Against Family Violence
CIF	Community Incentive Fund



CIPB	Canadian Initiative for the Prevention of Bullying
CIWAFV	Committee of Immigrant Women Against Family Violence
CMAS	Contract Management Administration System
CRC	Community Resource Centre
CRT	Community Response Team
CYIM	Child Youth Information Module
CYSIM	Child Youth Support Information Module
DAPS	Departmental Accounts Payable System
DEVAT	Domestic Violence Action Team
DFNA	Delegated First Nations Agency
DM	Deputy Minister
DO	District Office
DOVE	Doctors Opposing Violence Everywhere
EAP	Employee Assistance Program
EBS	Effective Behaviour Support
EC	Executive Committee
ECC	Ethno-cultural Consultation Coalition
ECD	Early Childhood Development
ECU	Executive Correspondence Unit
EI	Early Intervention
EIRM	Electronic Information and Records Management
ESRA	Employee Support and Recovery Assistance
EYOC	Edmonton Young Offenders Centre
FASD	Fetal Alcohol Spectrum Disorder
FCSS	Family and Community Support Services
FCSSAA	Family and Community Support Services Association of Alberta
FMC	Fiscal Management Council
FNIHB	First Nations and Inuit Health Branch
FOIP	Freedom of Information and Protection of Privacy
F/P/T	Federal/Provincial/Territorial
FSCD	Family Support for Children with Disabilities
FTE	Full Time Equivalent
GoA	Government of Alberta
GoC	Government of Canada
HRSIS	Human Resources Information System



ICFV Interdepartmental Committee on Family Violence
IIR International and Intergovernmental Relations
IMAGIS Integrated Management System for Alberta Government
INAC Indian and Northern Affairs Canada
INFOMAT Information Market
INFOPAC Information Package

LAN Local Area Network

MET Ministry Executive Team
MLA Member of the Legislative Assembly
MO Ministerial Order
MOU Memorandum of Understanding
MP Member of Parliament
MR Ministers Report

NAARR Northern Alberta Alliance on Race Relations
NAWL National Association of Women and the Law
NIVA New Identities for Victims of Abuse
NOM National Outcome Measures

OAG Office of the Attorney General
OC Order in Council
OCIA Office of the Chief Internal Auditor
OPFVB Office for the Prevention of Family Violence & Bullying

PAAC Provincial Aboriginal Advisory Committee
PAB Public Affairs Bureau
PAO Personnel Administration Office
PAR Personal Adoption Registry
PchIP Protection of Children Involved in Prostitution
PGO Permanent Guardianship Order
PHAAA Provincial Health Authorities Association of Alberta
PHAAB Provincial Health Authorities Advisory Board
PLENA Public Legal Education Network of Alberta

RHA Regional Health Authority

SACE Sexual Assault Centres of Edmonton
SACHYN Southern Alberta Child and Youth Network
SACS Safe and Caring Schools
SARC Sexual Abuse Recovery Committee



SCFRC..... Social Care Facilities Review Committee
SFO Senior Financial Officer
SRO Senior Records Officer
STO Secure Treatment Order

TGO Temporary Guardianship Order

VSU Victim Services Unit

WEBSIS Web-Based Subsidy Information System
WSIS Women's Shelter Information System

YAP Youth Advisory Panel
YIT Youth in Transition

