

Walking the Path Together Business Case





TABLE OF CONTENTS

1.0 EXECUTIVE SUMMARY	1
2.0 PROJECT BACKGROUND AND DESCRIPTION	1
2.1 Mission, Vision and Goals	1
2.2 History	2
2.3 Core Project Services	3
2.4 Project Participants	4
2.4.1 Children	4
2.4.2 Caregivers	4
2.5 Collaborative Structure	5
2.5.1 Key Stakeholder Roles	5
2.5.2 Approach to Collaboration	6
2.6 Pilot Project Results	6
2.6.1 Number of Children and Caregivers Served	6
2.6.2 Key Developments	6
2.6.3 Outcomes for Children and Caregivers	7
2.6.4 Social Return on Investment Analysis (SROI).....	7
3.0 BUSINESS STRATEGY AND RATIONALE FOR SUPPORT	8
3.1 Business Need	8
3.2 Drivers for Change	8
3.3 Business Strategy	9
3.4 Rationale for Support	12
3.4.1 Resource Needs – On-reserve Shelters	12
3.4.2 Alignment with Research Recommendations	12
3.4.3 Benefits of a Learning Collaborative	13
3.4.4 Social Value Demonstrated	13
3.4.5 Cost Efficiencies	14
4.0 OPERATIONAL REQUIREMENTS	15
4.1 Chart – Staffing Detail	15
4.2 Chart – Professional Supports	16
4.3 Management Information Systems	17
4.4 Appreciative Inquiry	17
4.5 Evaluation	17
4.6 Webpage	17
5.0 FUND DEVELOPMENT STRATEGY	18
5.1 Need	18
5.2 Strategy	18
6.0 FINANCIAL FORECAST	20
APPENDIX A – Log Frame	22

1.0 EXECUTIVE SUMMARY

This business case for the Walking the Path Together project (WTPT) begins with a description of the background and core elements of the project including the development, implementation and results of the 3-year pilot project. The business strategy going forward and rationale for support are presented within the context of the core business need and current drivers for change. Key operating requirements are described to support understanding of how the project will operate as the business strategy is implemented. The project's fund development strategy and financial forecasts are also presented.

WTPT is at a pivotal point in its development. A 3-year pilot has been implemented and results show very positive outcomes for children and caregivers participating in the project. Development efforts have resulted in significant and tangible resources and materials to support improved outcomes for the population served. Integrating pilot project services into the day to day operation of shelters is an important next step in ensuring the sustainability of these services for children accessing on-reserve shelter services and their families.

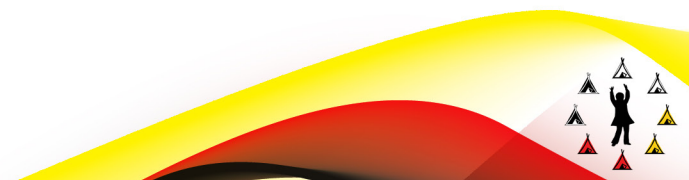
This Business Case is intended to accompany the Social Return on Investment (SROI) analysis completed for the project (October, 2012). The SROI provides information to describe the significant social value created by WTPT. Together these documents provide the context for understanding the case for support of the WTPT strategy and plan.

2.0 PROJECT BACKGROUND AND DESCRIPTION

2.1 Mission, Vision and Goals

Walking the Path Together was designed to intervene with and improve outcomes for children accessing on-reserve women's shelter services and their families.

Mission	Reducing current risks for victimization and involvement in criminal behavior of latency aged boys and girls accessing on-reserve shelter services, by applying strengths-based interventions with these children and their caregivers.
Vision	Aboriginal women and children accessing on-reserve women's shelters interrupt the cycle of violence and live thriving lives.
Long Term Goal	To reduce the likelihood that children grow up to use or accept violence in their own intimate relationships
Intermediate Goals	<ul style="list-style-type: none">◦ No child is living with violence at home◦ All children live with at least one nurturing caregiver◦ No child is engaging in behaviour that would be criminal if they were 12 years of age or older◦ Women are more likely to keep themselves and their children safe





2.2 History

Eight partner organizations joined together starting in 2007 to design, develop and implement the Walking the Path Together project (WTPT). These partners include five on-reserve shelters (from the Alberta communities of Wabasca, Morley, Hobbema, Fort Chipewyan, and Enilda), the Alberta Council of Women's Shelters (ACWS), the Centre for Children and Families in the Justice System (CCFJS), and Dr. Jacquelyn Campbell (John's Hopkins University).

Inspiration and guidance for the development of the project came about in 2005 when ACWS and the on-reserve shelters implemented the Pathways Study. This Study involved an environmental scan which highlighted the need for tools, training and research to address specific needs of First Nation children on-reserve who are exposed to domestic violence. In particular the need for collaborative efforts to build resources of on-reserve shelters and culturally relevant programming for child residents accessing on-reserve shelters were identified as priorities. The Pathways Study informed the design of WTPT by identifying the following areas of need:

- Increased collaboration among subject matter experts on children exposed to family violence (CEFV);
- Development and delivery of capacity building opportunities (e.g. training, mentoring, focus groups, reflection, learning, and documentation of best practices);
- Development of specialized interventions produced and implemented for Aboriginal CEFV;
- Specialized and culturally relevant tools to support the interventions;
- Ongoing training and mentoring of staff implementing the interventions;
- Increased stakeholder capacity to design, monitor and evaluate interventions; and
- Development and dissemination of action based research on the intervention.

Funding was secured in 2009 to develop and pilot the Walking the Path Together project. To date, WTPT has received the following funding:

- The National Crime Prevention Strategy (NCPC) has provided \$2,279,638, which will end in March, 2014.
- The Alberta Safe Communities Innovation Fund (SCIF) has provided \$1,107,592, including bridge funding for 9 months, which will end in March, 2013.

Development of the project began in November 2007, when Shelter Directors and ACWS created a visual representation of the vision for this work, in the form of a "Log Frame" (Appendix A). Other significant pilot developments include the design and implementation of a successful collaborative model, and formal documents and agreements including a guide which provides a detailed description of the approach and tools that frame the culturally relevant WTPT intervention (Walk Proud, Dance Proud: Footprints on a Healing Journey—A Draft Discussion Guide to Walking the Path Together to Reclaim the Teachings for our First Nations Children), a 3-year Business Plan (2010 – 2012), an evaluation framework and plan, a Social Return on Investment analysis, and most recently a Memorandum of Understanding (September, 2012) to guide partners' collective work going forward.

WTPT has completed its third and final year of pilot implementation, ending in June 2012. Results of

the 3-year pilot evaluation show positive outcomes for children, caregivers and the five communities in which the project is provided, as well as a very positive Social Return on Investment. The partners are now planning the transition of WTPT from a pilot project to integration of project services into ongoing shelter operations.

The funding extension by NCPC (to March, 2014) and bridge funding provided by SCIF (to March, 2013) allow WTPT to plan and begin to move toward the integration of services. This funding is not expected to be extended past the current commitments. WTPT will require \$305,000 for the period March 2013 through March 2014 to cover the shortfall that will exist during this period after the bridge funding by SCIF ends. Beginning in March 2014, WTPT will require funding for the full cost of operations as outlined in the budget attached with this Business Case. WTPT is now working to secure the funding necessary to integrate and sustain services after NCPC and SCIF funding has concluded.

2.3 Core Services

At the core of the project's work with children and families is the practice of intervention staff entitled "Eagle Feather Workers". These workers, based within the five participating women's shelters in Alberta, provide one-on-one supports to children who have witnessed violence and their families (siblings and caregivers), through the following key activities:

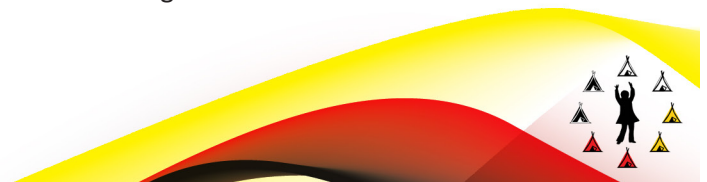
- Case management;
- Individual counseling sessions;
- Talking circles;
- Family counseling sessions;
- Arranging talks with elders; and
- Family group conferencing sessions.

Additionally multiple and varied services are provided for families, to match their needs, interests and requests, including mentoring, life skills training, counseling, emotional and/or spiritual support, substance abuse treatment brokerage, sports, arts and other recreational activities, cultural activities/traditional learning, employment support, housing support, advocacy with the legal systems, and support to access medical and/or mental health support.

Interventions are aimed at addressing:

- Exposure to family violence and child abuse;
- Attitudes accepting violence as normal, unavoidable or desirable;
- Low attachment to school / poor family-school link / reduced probability of school completion;
- Factors compromising parenting (e.g., alcohol abuse, ineffective parenting skills);
- The pull of unhealthy coping strategies (e.g., drug use, gang involvement, self-harm);
- Need for role models for healthy relationships, self-respect and traditional values; and
- Children feeling pride and commitment to their First Nation heritage.

An Appreciative Inquiry philosophy and approach has been used to guide project development and to build a strengths-based approach to intervention with children and caregivers.





2.4 Project Participants

The primary population served by WTPT are First Nations families having at least one child of about seven years of age that has been exposed to domestic violence.

2.4.1 Children

Children participating in the pilot project included 67 children around the age of seven, who were the primary population served by the project, along with their 129 older or younger siblings. Siblings who participated ranged in age, with 45% being age 8 or less, and 55% being age 9 or older.

The living arrangements of participating children varied:

- 51% lived with their mothers;
- 31% lived with both parents; and
- The remaining 18% lived with other relatives.

In addition to their primary caregiver, many of the primary children served (38) were supported by other nurturing caregivers, often including aunts, grandmothers, uncles and grandfathers.

The primary 7-year-old children served by the pilot project experienced a range of needs which included:

- Exposure to family violence (100%) which ranged in length from 1-8 years;
- Health (16%);
- Family involvement with Children's Services prior to admission (42%); and
- Other trauma (28) such as death of a close family member, parental separation, apprehension by Children's Services, etc.

2.4.2 Caregivers

During the pilot evaluation period, the project served 104 caregivers. Caregivers participating in the programme included 54 mothers, 13 fathers, 16 grandparents, and 20 other relatives including aunts, uncles, and adult siblings.

A significant number of caregivers (32) lived in stable housing at the time they and their children entered the programme. Caregivers described a range of living situations for themselves and their children, including:

- Living alone (45%);
- Living with a family member (25%);
- Living with the abuser (11%); and
- Living with a friend or in a shelter (19%).

Caregivers described experiencing varying forms of abuse including cultural, physical, emotional/verbal, and financial, and in some cases sexual abuse, stalking, property destruction, neglect, abduction, and

harm to pets. Six had accessed some form of Protection Order.

Other circumstances identified by caregivers include:

- 24% of caregivers were employed and an additional 2 caregivers were homemakers;
- Addiction issues were present in 55% of families; and
- Over 50% of families relied on social assistance through First Nations or Indian and Northern Affairs.

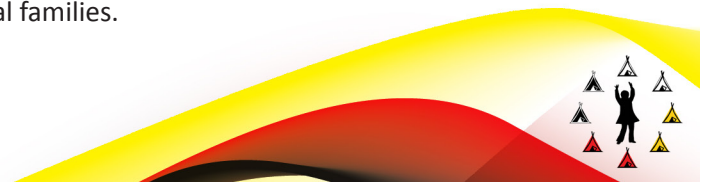
2.5 Collaborative Structure

Walking the Path Together is a collaboration of eight partners. The following descriptions of key stakeholder roles, approach to collaboration, and staffing and infrastructure outline the structure of this collaboration.

2.5.1 Key Stakeholder Roles

During the pilot phase of this project, the following stakeholder roles defined the leadership structure.

- Alberta Council of Women's Shelters acted in the role of leading and facilitating the establishment of the collaborative. This role involved several key functions including:
 - Coordination of the project through directly employing and supervising the WTPT Project Manager. The WTPT Project Manager provided support to many aspects of project implementation during the pilot including coordinating and attending clinical consultations, organizing training events, arranging planning meetings of the partners, monitoring and communicating project progress and issues, and participating in planning and development.
 - Facilitating access and overseeing professional supports for the development of learning and capacity building including the Appreciative Inquiry Facilitator, clinical development resources and consultation (CCFJS), and an Evaluator;
 - Providing administrative supports including communications resources and reporting to funders; and
 - Acting as fiscal agent for the collaborative.
- The five on-reserve shelters:
 - Participated in the Guidance Circle;
 - Participated on the evaluation team for the project;
 - Employed and supervised the work of Eagle Feathers Workers; and
 - Engaged and interfaced with their Band Councils and communities with respect to WTPT.
- The Centre for Children and Families in the Justice System (CCFJS) provided clinical consultation, training and support to the Eagle Feather Workers who work directly with the children and families.
- Dr. Jacquelyn Campbell (John Hopkins University) worked with the partners to revise the Danger Assessment tool (a tool for assessing risk of lethality in domestic violence situations) for cultural appropriateness in working with Aboriginal families.





2.5.2 Approach to Collaboration and Decision-Making

A Guidance Circle including representatives of each of the eight project partners met regularly to plan and make decisions that shape the project. The role of the Guidance Circle was to:

- Contribute to effective and collaborative working relationships within shelter communities;
- Guide the development of a standardized approach across five shelters to project design, implementation and modifications;
- Give input and support the Evaluation Team;
- Monitor the overall progress of the project in relation to commitments;
- Address issues and challenges identified by project representatives and stakeholders; and,
- Launch and disseminate project information and learnings.

See section 4.0 for a description of the operational requirements including staffing and professional supports.

2.6 Results of the Pilot

A formal evaluation of the pilot was completed by an external Evaluator. This evaluation covered the 3-year period of the pilot, including the first year of project design and development, and the second and third years in which pilot interventions were implemented. This section summarizes the results as described in the report on the 3-year evaluation of the pilot project, Walking the Path Together Phase I Evaluation – Report to Safe Communities Innovation Fund (Hoffart, October 2012). In addition, the Centre for Children and Families in the Justice System completed a process evaluation which contributed to the overall evaluation of the pilot.

2.6.1 Number of Children and Caregivers Served

The project served families having at least one child of about seven years of age who had been exposed to domestic violence. In addition to the 67 seven-year-old primary children, services were provided to 129 older or younger siblings, and 104 adult caregivers.

2.6.2 Key Developments

The evaluation highlights several key developments that contributed to the success of the project.

- The important impact of partners coming together to network, share, learn together and support each other;
- The effectiveness of the Appreciative Inquiry process (and its focus on engagement, possibilities and strengthening capacity) in engaging partners from all backgrounds and securing commitment to culturally competent and responsive approaches;
- The project's contributions to the development of culturally relevant programme resources for

child residents of on-reserve shelters

- The development and successful implementation of a model for service delivery based on a long-term, intensive and flexible approach and principles of strength-based intervention and related tools;
- The provision of multiple and varied services for families that matched their needs, interests and requests;
- Multiple staff training and support activities;
- Training and individual data collection support to shelters resulting in a substantial increase in their capacity to gather information for evaluation purposes.

2.6.3 Outcomes for Children and Caregivers

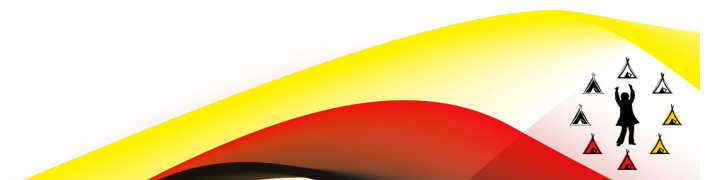
The evaluation shows that the pilot project resulted in a wide range of positive outcomes for participating children and families.

Outcomes for Children	Outcomes for Caregivers
Awareness of culture	Increased understanding about unhealthy relationship dynamics
Increased pride in their heritage and culture	Increased treatment readiness by abusive partners
Lower rates of exposure to family violence	Entrance into addictions programmes
Less exposure to the criminal behaviour of adults	Ability to maintain sobriety over time
Good friendships formed with other WTPT children	Increased self-esteem and confidence in a happy future
Better school attendance	Greater skills at parenting and child behaviour management
Less conflict with siblings	Increased life skills
Increased compliance with parental expectations	Better parent/child relationship
	Increased awareness of their culture and reduction in involvement in criminal activities
	Several caregivers gained employment and some returned to school and/or started a business

2.6.4 Social Return on Investment Analysis (SROI)

The SROI analysis indicates that the WTPT model results in significant social value, showing an overall ratio of \$5.42 for every dollar invested (calculated over 2 years of intervention). Primarily, value was created by the pilot project through addressing the inter-generational root causes of family violence. By decreasing abuse and violence in the families, addressing inter-generational trauma, building self-esteem through reconnection with culture, and focusing on parenting and life skills the project:

- Reduced costs for the schools, associated with behavioral incidents, school absenteeism, and vandalism;
- Reduced demand for justice system resources required to respond to domestic violence incidents or other crime (e.g., police and court time);
- Increased productivity and stability of family members (e.g., through reconnection with education, employment, and stable housing);



- Prevented family break-down and reduces child welfare costs as fewer children become involved with Child Welfare or go into government's care;
- Reduced personal and financial costs associated with addiction and addiction treatment;
- Reconnected the family with necessary services and supports such as child care and counselling, but also reduces reliance on other supports such as domestic violence shelters; and
- Reduced health costs for the whole family through decreased hospital use and doctor visits

3.0 BUSINESS STRATEGY AND RATIONALE FOR SUPPORT

This section describes the business need and primary drivers for change that set the context for the business strategy. The key business strategy and related activities are outlined along with the rationale for support.

3.1 Business Need

The pilot phase of the Walking the Path Together project ended in June 2012, and results of the pilot evaluation show positive outcomes for children, caregivers and the five communities in which the project is provided. The need is now to integrate the pilot project into the day to day work of shelters so that the services and resources are sustained as an ongoing part of shelter and ACWS practice.

3.2 Drivers for Change

Category	Driver
Development of Evidence	A 3-year period of formal pilot evaluation is complete. As described in section 2.6 above, the evaluation provides evidence of the effectiveness of the WTPT approach, and identifies important next steps for the integration of project services within the shelter service model. Evaluation results build momentum for planning and change.
Funding Resources	WTPT currently has funding from SCIF which ends in March, 2013 and funding from NCPC which ends in March, 2014. It is expected that these sources of funding will not be extended further. WTPT is working toward the next phase of implementation. Further funding is required, beginning in April 2013, to integrate WTPT services into ongoing shelter practices and sustain these services as part of ongoing shelter and ACWS practice.
Efficiency	There is an opportunity to increase efficiency in the delivery model and infrastructure now that the pilot project is complete. For the purpose of piloting this project, WTPT was designed with some centralized resources (i.e. Project Management, and evaluation oversight). As a pilot, there is need for extensive start-up and development work, and consistency in the management of processes in order to reliably study the model/approach. As such, having a centralized Project Manager and specific design and development expertise were important design elements. Now that the pilot is complete, efficiencies can be realized by reducing the use of resources in some areas and building project processes into day to day shelter and ACWS practices.

3.3 Business Strategy

Strategies	Key Activities	Pilot Implementation	Going Forward
1) Modify the collaborative structure to effectively support integration of the project within shelter and ACWS practices, while maintaining collaborative leadership, learning and accountability structures that have been critical to success of the project.	a) Maintain core elements of the collaborative structure that have contributed to the success of the project, to establish an ongoing learning collaborative.	WTPT partners collaborated to design and implement the WTPT pilot project in a standardized manner across five shelters.	<p>Going forward:</p> <ul style="list-style-type: none"> The Guidance Circle will continue to serve as the core of the collaborative structure; Capacity building resources and supports will continue to be accessed to support implementation of the strategy. This includes an Appreciative Inquiry Consultant to participate in Guidance Circle meetings, and ACWS to continue to facilitate the development of the learning collaborative.
	b) Eliminate the ACWS Project Manager role, transitioning responsibilities to Shelter Directors and staff.	In the pilot phase, a central Project Manager was employed by ACWS.	Going forward, overall management and coordination activities will be transitioned to shelters. Significant change is required to develop shelter processes and incorporate these responsibilities into day to day work of the shelter. This includes developing processes for monitoring progress, identifying and resolving issues, developing policies, etc.
	c) Transition the consultation role played by CCFJS during the pilot to a local clinical consultant.	CCFJS was contracted to support the WTPT pilot project in a number of ways, focusing on the development of the intervention approach and related consultation for EFWs. The contract with CCFJS has concluded.	In future, the important role of clinical consultation will be transitioned to a local Clinician. The clinical consultant will work with all involved shelters in order to support consistency in the intervention approach and efficiency in the use of resources. WTPT will maximize training efficiencies through joint consultations and training opportunities.
	d) Develop collaborative training and learning opportunities	EFWs received training, on-going case consultation, one-on-one mentoring and support to help them manage the complexities of the families they were working with. Key topics included motivational interviewing, the Danger Assessment, data collection, developing a healing plan, additions and activities to support skills in connecting, engaging and empowering participants.	<ul style="list-style-type: none"> Shelter Directors have identified the need for leadership training (i.e. Aboriginal Women in Leadership, change leadership, communication, succession planning, performance management), as well as additional training needs for Eagle Feather Workers. The Guidance Circle will develop annual training plans and collaborative learning opportunities for Shelter Directors and direct service staff.
	e) Welcome Kanai shelter to join WTPT.	Five on-reserve shelters participated in the pilot.	ACWS has 6 on-reserve member organizations. Kanai has expressed interest and readiness to join the project.

Strategies	Key Activities	Pilot Implementation	Going Forward
2) Integrate the project into the shelter programme, building infrastructure within the shelters and transitioning key aspects of management that were previously coordinated externally.	a) Develop and implement the model for supervision of intervention staff.	During the pilot, supervision of Eagle Feather Workers was provided by the ACWS Project Manager and CCFJS. These two positions/roles have concluded.	Going forward, overall supervision of Eagle Feather Workers will be provided by Shelter Directors, and clinical consultation will be provided by a Clinician on contract with the collaborative. An approach to communication and coordination of these roles will be developed.
	b) Develop a shared approach to funder reporting.	During the pilot, ACWS completed all funder reporting requirements.	Going forward, responsibilities will be shifted, with shelters taking responsibility for building processes for monitoring key funding requirements and accountabilities, and reporting on programme progress, issues, and planning. ACWS will have continued responsibility for reporting to funders, completing fiscal agent accountabilities, developing and expanding on project resources, and disseminating project materials to interested parties.
	c) Transition greater programme evaluation activities into the work of shelters.	During implementation of the pilot, an evaluation framework, approach and tools were developed by an external Evaluator in consultation with project representatives. This work resulted in the development of significant enhancements in shelter data collection capacity.	Programme evaluation activities will now be transitioned to a greater extent into the work of shelters, maintaining a standardized approach that supports understanding of data analysis, service impact, and reporting accountabilities across all shelter communities. ACWS will continue to aggregate and report on WTPT collaborative programme results.
	d) Revise and implement the staffing model informed by the pilot evaluation.	In the pilot phase, direct service staff included 1.0 EFW and 0.5 direct service support staff.	Going forward the staffing model will be modified to: <ul style="list-style-type: none"> • Maintain EFW caseloads of not more than 10 families to 1 worker due to the high needs and size of families; • Eliminate the 0.5 FTE direct service support staff; • Increase staffing of EFWs to 2.0 FTEs per shelter; • Employ one female and one male EFW per shelter in order to best support all family members.
	e) Secure funding for the integration and ongoing provision of WTPT in shelters.	WTPT was awarded funding by two government funders (provincial and federal) for the purpose of piloting this project.	Going forward, funding will be sought from federal and provincial governments, local shelter communities, foundations, corporations and private donors. See section 5.2 for further details regarding the fund development strategy.

Strategies	Key Activities	Pilot Implementation	Going Forward
3) Maintain and further standardize the intervention approach piloted (as detailed in the Walk Proud: Dance Proud guide), building in continuous learning and improvement practices.	a) Finish the work to develop a culturally relevant version of the Danger Assessment Tool	Progress was made during the pilot on reviewing needs and options for modifying the Danger Assessment to make it culturally appropriate.	Continued work is needed to gather specific quantitative and qualitative data required to inform changes to the tool.
	b) Incorporate shelter processes to ensure intervention requirements including service dosage, duration, and specific intervention strategies are met.	The pilot evaluation showed a wide range of positive project outcomes. During this time, the Walk Proud: Dance Proud guide was developed to describe the specific approach and activities that frame the intervention.	An important next step is to evaluate the specific activities involved in the intervention to understand the relative effectiveness of each key intervention activity, and for whom each activity is effective (i.e. effectiveness relative to demographics of those served, their experiences, and extent and type of needs).
	c) Build upon shelter enhancements in data collection to incorporate processes for using data analysis to inform the programme approach.	Evaluation of the pilot involved significant development activities including developing an evaluation framework and plan and building related data collection processes, tools and skills.	Going forward development efforts in this area will focus on providing evaluation support and expertise to assist shelters to use data analysis to inform project practices and change. Work will also be done to solidify the standardization of data collection processes to ensure data reliability and fidelity, and to support Kanai shelter to develop data processes in line with the other participating shelters.
	d) Expand eligibility for services to include other ages of children.	The pilot project served families having a child of around age 7. This was done to focus services on younger children with the understanding that such interventions generally have greater impact when they begin at an earlier age.	During the pilot, interventions were found to benefit older children as well as younger. Going forward the project will continue to focus on intervening with families with younger children, but will increase flexibility to serve all ages.
	e) Plan and develop opportunities to disseminate knowledge, resources and standardized tools.	A webpage was developed during the pilot phase as a means to gather and disseminate knowledge and resources as they develop.	Going forward, the collaborative will work toward identifying and standardizing wise practices and tools. Strategies will be developed to build and disseminate wise practices and related resources widely, with the potential for use by other First Nations communities



3.4 Rationale for Support

This section provides the rationale for the strategy going forward. At the core of the rationale is the compelling case for providing resources and services to support the work of on-reserve shelters in general, and specifically the importance of responding to the needs of children accessing on-reserve women's shelter services. Information is provided to support understanding of the social value generated by the project as shown in the social return on investment analysis. Finally, a description is provided regarding cost efficiencies, and the design of the project to build upon and sustain the benefits of a learning collaborative.

3.4.1 Resource Needs – On-reserve shelters

There is a particularly strong need for increased resources and services in on-reserve women's shelters. On-reserve shelters are funded differently than other shelters in Alberta. Specifically on-reserve shelters are funded through federal funding bodies, while the majority of other shelters are primarily funded provincially.

To date on-reserve shelters have never received the same level of funding as shelters funded provincially. In addition, funding for on-reserve shelters has not been increased for the past five years. The effects of rising costs and lack of funding increases are cumulative. As a result these shelters have been forced to cut back on programming and staff. This situation is further complicated by the fact that the costs of materials and resources required to operate in these rural communities are higher than in urban centres. A report on research conducted by Johnston Research and commissioned by ACWS (Moving Forward, 2011) suggests a total shortfall in funding of \$2.3 million per year for the very basic operating costs to the six on-reserve shelters.

The WTPT project represents an effective approach to collaboration and service delivery, designed and led by a partnership involving five First Nations Women's Shelter Directors. Integrating project services as part of going shelter practice will contribute significant and much-needed resources and services in on-reserve shelter communities.

3.4.2 Alignment with Research Recommendations

In 2005, the on-reserve shelters in collaboration with ACWS implemented the Pathways Study. This Study involved an environmental scan which highlighted the need of Aboriginal children exposed to family violence in on-reserve communities. In particular the need for collaborative efforts to build resources of on-reserve shelters and culturally relevant programming for child residents accessing on-reserve shelters were identified as priorities. The design of WTPT was informed by this research. WTPT has made significant progress in addressing the needs identified through this research. The business strategy for WTPT focuses on continuing on the path to address the needs identified in the Pathways Study as well as the WTPT pilot project evaluation. Specifically the next phase of WTPT work will allow partners to sustain the benefits realized through the pilot project, and to address the research recommendations further through identifying and standardizing good practices and resources, and building capacity through the continued work of the learning collaborative.

3.4.3 Benefits of a Learning Collaborative

WTPT was designed as a collaborative in order to facilitate an efficient approach that brings learning and development resources together. All project partners acknowledge the important contributions that the collaborative structure of the project has provided toward learning and resource development. Continuation of the overall collaboration, with modifications as described in the Business Strategy (Section 3.4), provides important opportunities to continue and build upon these benefits i.e. through joint discussion, planning and learning, and through the mobilization of important specialized resources and expertise.

The business strategy is designed to align with and advance the skills and competencies of project partners and to provide the resources necessary to build upon existing capacity. By applying the learning collaborative concept, WTPT will continue to support the capacity development of its partners in key areas including:

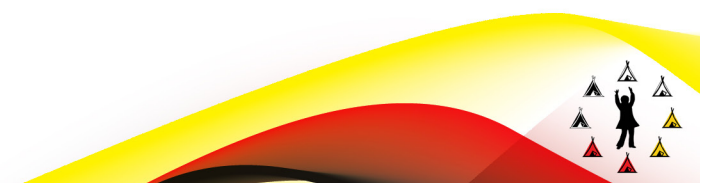
- Leadership development;
- Programme Development;
- Data collection and evaluation;
- Continuous improvement;
- Development of culturally relevant tools; and
- Fund development.

3.4.4 Social Value Demonstrated

The WTPT pilot project shows a very positive social return on investment which demonstrates that the project created significant social value. Highlights from the SROI show that:

- The project served 300 children and caregivers over 2 years of piloting the intervention;
- 82 children were prevented from entering government care;
- 35% of caregivers entered school or became employed during their participation in the project; and
- Exposure to violence was reduced for at least 34/62 children.

Analysis of the financial proxies for these and other project impacts result in an overall social return on investment ratio of \$5.42 for every dollar spent, calculated over three years. The primary interventions that formed the basis of the WTPT pilot project and that ultimately resulted in the social value described in the SROI will be standardized and integrated into shelter and ACWS practice during the next phase of project implementation as a key business strategy. Formal programme evaluation will be continued and processes developed to ensure that data analysis and outcome evaluation inform the programme approach over time.





3.4.5 Cost Efficiency

WTPT is a cost-efficient model of service delivery due to its collaborative approach which has allowed five shelters to share the costs of capacity building (i.e. joint training, data collection and evaluation framework, tools/resource development) and service model development.

The strategy going forward has also been designed to include specific cost efficiencies.

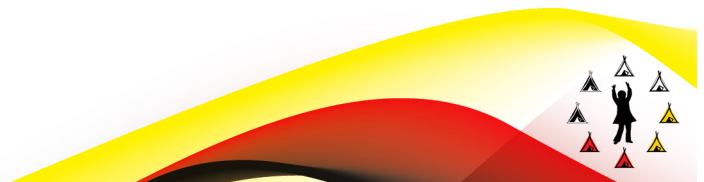
- The position of Project Manager will be discontinued. This position has recently been vacated. The role and responsibilities of this position will be transferred largely to Shelter Directors and in part to other ACWS personnel, resulting in a cost reduction of \$77,000. Related costs (i.e. travel and supervision) for this position will also be reduced.
- Clinical consultation and development of the clinical elements of the programme were supported during the pilot by the Centre for Children and Families in the Justice System (CCFJS), located in London Ontario. Now that the critical work of developing the service model is complete, the contract with CCFJS has concluded. Going forward, these costs will decrease substantially (approximately 37.5%). Ongoing clinical consultation will be provided on a bi-weekly basis to Eagle Feather Workers, working directly with children and caregivers.
- The learning collaborative model described in the business strategy allows WTPT to continue to implement joint training and capacity building activities in a cost efficient way.
- Cost efficiencies realized by the business strategy are such that WTPT will be able to provide services at a sixth shelter and also increase direct staffing in accordance with the recommendation from the pilot evaluation, without incurring additional costs.

4.0 OPERATIONAL REQUIREMENTS

This section describes the core operating requirements of WTPT during the next phase of implementation, focusing on the work required to implement the business strategy (section 3.4).

4.1 Chart - Staffing Detail

Title	Allocation/FTEs per Shelter	Total Project FTEs	Budget Allocation	Role Description
Eagle Feather Workers	2.0 FTEs per shelter	12.0	\$622,080	Works directly with children and families to provide case management, individual and family counselling, and talking circles, arrange talks with elders, and provide various other intervention approaches matched to the needs of those served.
Shelter Director	Portion of Shelter Directors time (1 per each of six shelters)		\$63,720	<ul style="list-style-type: none">• Participates as a member of the Guidance Circle, giving input and direction to the collaboration and leadership of the project.• Provides overall supervision to Eagle Feather Workers and other staff supporting WTPT.
Elders	1 hour/week per shelter at each of six shelters		\$31,200	Elders have knowledge of traditional teachings and model living in a GOOD WAY. They transmit the teachings and values in sweat lodge and other ceremonies, teaching and healing circles, and individual or group consultations, and/or counselling sessions.
Clinical Consultant	1 hour/EFW each 2 weeks; EFW meetings and training	520 hours/year	\$52,000	Meets with Eagle Feather Workers to support case review, effective assessment of needs, family dynamics, domestic violence dynamics and risks, and intervention strategies. Also supports wellness of Eagle Feather Workers when working with children and caregivers with high needs. Provides training and learning resources.



4.2 Chart – Professional Supports

Title	Time Allocation	Budget Allocation	Role Description
ACWS Supports for Learning Collaborative		\$153,000	<p>The primary focus of ACWS will be to build upon and facilitate the continued development of a learning collaborative approach. This includes several key roles including:</p> <ul style="list-style-type: none"> • Participation in Guidance Circle meetings to support planning and transition of the project; • Accessing and facilitating the use of learning and development resources to build upon existing skills, competencies and learnings from the pilot project, including an Evaluator, clinical consultation, and an Appreciative Inquiry Facilitator; • Providing leadership for the overall WTPT evaluation; • Preparing reports for funders and the broader community on behalf of the collaborative; • Providing administrative and communication supports organizing collaborative meetings, and support for fund development initiatives; • Maintaining and updating the WTPT webpage; • Acting as fiscal agent; and • Co-ordinating dissemination and development of project tools and resources.
Appreciative Inquiry Facilitation	Guidance Circle meetings (4 x per year)	\$7,000 (includes fee + travel expenses)	Facilitates an Appreciative Inquiry approach at Guidance Circle meetings.
Dr. Jacquelyn Campbell	Guidance Circle meetings (4 x per year)	\$5,000 (fee) + \$4,000 (travel expenses)	Works with the Guidance Circle to finalize the work of gathering quantitative and qualitative information to support modifications to the Danger Assessment, making it cultural relevant in working with First Nations peoples.
Evaluator and Data Management Support		\$22,000	<ul style="list-style-type: none"> • Building shelter capacity to use data analysis to inform programme services and change; • Supporting Kanai shelter to develop data collection processes and skills; • Gathering and analyzing data from six shelters; • Developing annual evaluation report.

4.3 Management Information Systems

Shelters involved in WTPT use Outcome Tracker software to record information electronically and to gather data for evaluation purposes. Use of the same software by shelters involved in WTPT is essential to data analysis, allowing for data to be aggregated and analyzed across all shelters. The budget for WTPT includes the annual cost to purchase this software and the cost to replace computers at six shelters each five years (in accordance with the life cycle plan for replacement of one computer per shelter during each five year period).

4.4 Appreciative Inquiry

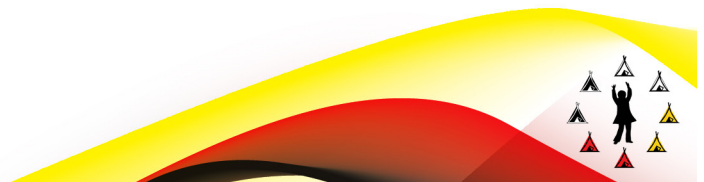
An Appreciative Inquiry (AI) approach was incorporated as part of Guidance Circle meetings from the beginning of the WTPT pilot due to the partners' previous positive experience with this approach. WTPT partners have identified AI as a useful and important feature in the effectiveness of the Guidance Circle meetings. This approach will continue to be used to facilitate discussion and decisions by the collaborative during regular leadership and planning meetings.

4.5 Evaluation

Going forward, the evaluation framework and supports for capacity development will build upon the learning and approach used in the pilot phase. Evaluation is essential to maintaining a focus on learning. The next phase of work will continue to provide support to shelters in working towards increased data fidelity and to use evaluation results to inform programme change.

4.6 Webpage

A webpage on the ACWS website was developed during the pilot. The webpage will be updated regularly as WTPT develops new knowledge and resources, supporting goals related to increasing learning and capacity. The webpage is also intended to contribute to future goals for dissemination of standardized materials and resources that may be used by other First Nations communities as well as other interested off reserve shelters in Alberta and across Canada.





5.0 FUND DEVELOPMENT STRATEGY

5.1 Funding Need

Funding for the WTPT pilot project provided by the National Crime Prevention Centre (NCPC) will end on March 31, 2014, funding provided by the Alberta Safe Communities Innovation Fund (SCIF) will end on March 31, 2013. Both of these funders have extended funding beyond the original contract to support the important ongoing development efforts of WTPT.

The cost to operate the WTPT going forward will be \$1,287,742. This budget includes forecast revisions to reflect efficiencies incorporated into the new business strategy (as described in 3.6.5). It also includes an increase to 2.0 EFWs for each shelter to be implemented as funding permits and the costs to expand the project to include a sixth on-reserve shelter, Kanai as funding permits.

Funding is therefore needed to cover the shortfall of \$305,000 for the period April 2013 to April 2014, and to cover the full cost of operations that will exist when NCPC funding ends in March 2014.

5.2 Strategy

The fund development strategy is focused on securing funding for the collaboration as a whole, rather than funding by shelter. This is important due to the collaborative nature of the project and the important contributions the collaborative has had on project success. It is also important in realizing cost efficiencies of collaborating that have been built into the business strategy.

This section provides a description of the key elements of the fund development plan that will be developed to support WTPT goals for securing sustained funding, including the key strategies and parameters that will form the basis of the plan. Additional details and scenarios will be provided in the plan, informed by further analysis of the funding environment and emerging funding opportunities that match the nature and activities of the project.

A detailed fund development plan will be completed by January 1, 2012.

- The plan will include
 - The overall philosophy and approach to fund development that will be used;
 - Specific activities that will be implemented, including the groups that will be approached, when, what they will be asked to contribute, and how their contributions will be allocated; and
 - Minimum targets for core sustainable funding relative to non-sustainable sources i.e. grant funding.

Key elements of the fund development strategy include:

- Past donors that will be approached;
- Funding will be sought from government, private corporations, foundations and individual donors;
- Funding will be sought from provincial government sources and federal government sources (including Status of Women and Indian Affairs); and
- Funding will be sought from local shelter communities; and
- Data and information will be generated to match operating requirements with funder interests and criteria (i.e. capacity building, replacement of computers) in order to appeal to a wider range of funding sources, if needed.

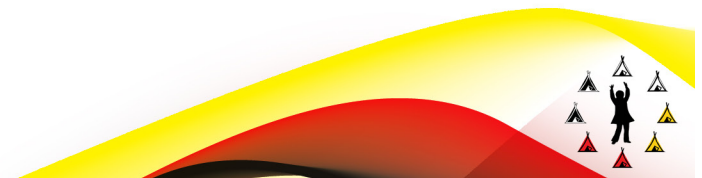


6.0 FINANCIAL FORECAST

Walking The Path Together Budget : Going Forward

Budget Items		Cost per unit (\$/Hr, \$/Km)	# of Units (# Hrs, Kms)	Frequency	Weeks/ Months/ Times	Total
<u>Direct Services Personnel</u>	#					\$ 956,000.00
2 Eagle Feather Workers/shelter	6	\$ 4,320.00	2	12	Months	\$ 622,080.00
Portion of Supervisor per shelter	6	\$ 885.00	1	12	Months	\$ 63,720.00
Clinical Consultation	1	\$ 100.00	10	52	Weekly	\$ 52,000.00
Elder time per shelter	6	\$ 100.00	1	52	Weeks	\$ 31,200.00
<u>Learning Collaborative Supports</u>						
ACWS Supports	1	\$153,000.00	1	1	Yearly	\$ 153,000.00
Appreciative Inquiry Facilitator	1	\$ 7,000.00	1	1	Yearly	\$ 7,000.00
Dr. Campbell (DA Tool)	1	\$ 1,250.00	1	4	Quarterly	\$ 5,000.00
Evaluation (Evaluation and Report)	1	\$ 14,000.00	1	1	Yearly	\$ 14,000.00
Evaluation (Data Mgt Support)	1	\$ 8,000.00	1	1	Yearly	\$ 8,000.00
<u>Transportation</u>						\$ 135,862.00
Mileage - EFW Direct Service		\$ 0.54	7,200	12	Months	\$ 46,656.00
Mileage - Ground to GC Mtgs		\$ 0.54	5000	4	Months	\$ 10,800.00
Travel - Air to GC and EFW Mtgs		\$ 1,000.00	1	10	Months	\$ 10,000.00
Mileage - EFW Mtgs (EFWs)		\$ 0.54	4500	9	Months	\$ 21,870.00
Mileage - EFW Mtgs (Clinician)		\$ 0.54	1200	12	Months	\$ 7,776.00
<u>Other Travel Costs</u>						
Hotel Accommodations - Training		\$ 130.00	15	12	Months	\$ 23,400.00
Meals - Training		\$ 52.00	15	12	Months	\$ 9,360.00
Dr. Campbell Travel		\$ 1,000.00	1	4	Quarterly	\$ 4,000.00
Conference Presentations		\$ 1,000.00	1	2	Months	\$ 2,000.00
<u>Equipment</u>						\$ 11,200.00
Computers/software		\$ 1,600.00	7	1	Yearly	\$ 11,200.00

<u>Materials/Supplies</u>					\$ 135,600.00
Intervention tools	\$ 800.00	6	12	Months	\$ 57,600.00
Meeting costs - meals	\$ 200.00	6	12	Months	\$ 14,400.00
Media materials - banners, etc.	\$ 500.00	6	4	Months	\$ 12,000.00
Meeting room rental	\$ 200.00	6	12	Months	\$ 14,400.00
Family group conferences	\$ 350.00	6	12	Months	\$ 25,200.00
Copies (color) - Resource materials	\$ 0.10	5,000	12	Monthly	\$ 6,000.00
Copies (black and white)	\$ 0.01	5,000	12	Monthly	\$ 600.00
Office supplies	\$ 75.00	6	12	Monthly	\$ 5,400.00
<u>Rent/Utilities</u>					\$ 34,680.00
Telephone-Conferences ACWS	\$ 100.00	1	12	Monthly	\$ 1,200.00
Telephone-Conferences CCFJS					
Telephone-Conferences Shelter	\$ 140.00	6	12	Monthly	\$ 10,080.00
Shelter Office Rent	\$ 325.00	6	12	Monthly	\$ 23,400.00
<u>Other</u>					\$ 14,400.00
Training (EFWs)	\$ 100.00	6	12	Monthly	\$ 7,200.00
Training (Shelter Directors)	\$ 100.00	6	12	Monthly	\$ 7,200.00
Total					\$1,287,742.00
GRAND TOTAL					\$1,287,742.00



Log Frame

Visual Representation of the Vision - Walking the Path Together