



Karen Dooks,
CentrepoinTE Managing
Editor

CentrepoinTE Adds to its List of Honours

World-wide renown was never on the list of goals for CentrepoinTE, an online MFSP resource for Canadian Forces families abroad, but the accolades just keep on coming. Karen Dooks, CentrepoinTE Managing Editor, has been invited to speak to a group of international senior executives at “Portals, Content Management & Collaboration 2005” in Sydney, Australia this May about the backbone of CentrepoinTE’s successful design; its portal format.

Her keynote address, “*Building a Portal With a Purpose,*” will speak to several common “portal pitfalls” including: avoiding the ‘one size fits all’ approach, boosting portal productivity and identifying and overcoming cultural barriers that prevent end user acceptance -- all of which CentrepoinTE

has achieved in spades.

Recent Web awards also attest to CentrepoinTE’s success: the Canadian Web award, the Local Sites award and the prestigious Golden Web award for 2003-2004.

Initially developed as a resource for remote CF families living in Europe, CentrepoinTE has expanded to include information and resources for CF families living in remote locations—whether remote in Canada, the United States, or other parts of the world.

This wide-ranging appeal, although signalling its success, is also its greatest challenge.

“Users demand up-to-date, accurate and innovative information in an easy-to-find format,” says Karen. “Our design allows us to develop, publish and manage content from multiple,

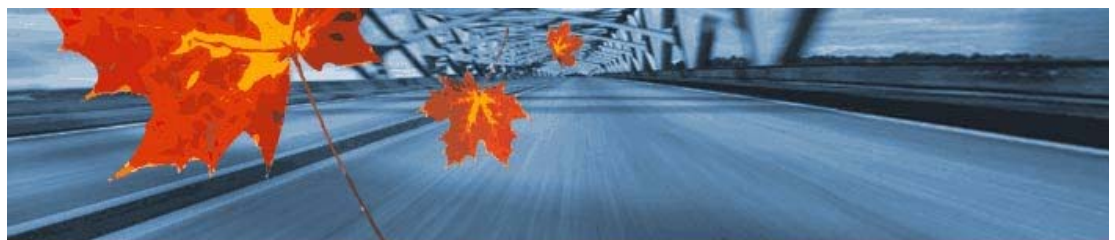
non-technical contributors all over the world in a standard, yet personalized, format.”

As keynote speaker and panellist on “*Avoiding the Empty Portal Syndrome*” panel discussion at the Australian conference, Karen hopes to provide attendees with practical portal solutions and an opportunity to learn from the CentrepoinTE experience. She’ll draw out some conclusions, lessons learnt and perhaps some key points to bear in mind when embarking on an information-management strategy.

And what of the future for CentrepoinTE and its Managing Editor? As hard as this achievement will be to top, innovation, dedication and teamwork will ensure that this is the latest, but not the last honour for CentrepoinTE and its team.

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The Director's Cut



**Celine Thompson,
Director**

Photo: Tecklesphoto.com

As we work together with the C/MFRCs to realize our mutual vision, that is, “Confident, capable and resilient families in a supportive Canadian Forces community,” this Directorate is also working in an ongoing way to achieve the principles of the MFSP that we all committed to when we crafted *MFSP: Parameters for Practice*.

Two of the principles, namely, working collaboratively and building mutually supportive partnerships with the CF and the broader community, hold special prominence in this issue of the DMFS Update.

By far, DMFS’ greatest collaborative undertaking is with each of the C/MFRCs. As we work together to promote military family services that strengthen Canadian Forces families and com-

munities, we have formalized our respective roles and relationships through our commitment to the Memorandum of Understanding/ Service Level Agreement. DMFS is committed to the service delivery and governance model of each of the C/MFRCs, and in exchange provides resources and expertise to facilitate the accomplishment of our mutual aims.

In addition to our collaborative undertaking with the C/MFRCs, DMFS has also partnered with our PSP colleagues over the past three years to realize greater success with the CFPSA Youth Project. This initiative has incredible potential for the youth of our CF communities, and without the partnership it is certain that CF communities would not have the resources that are now beginning to become appar-

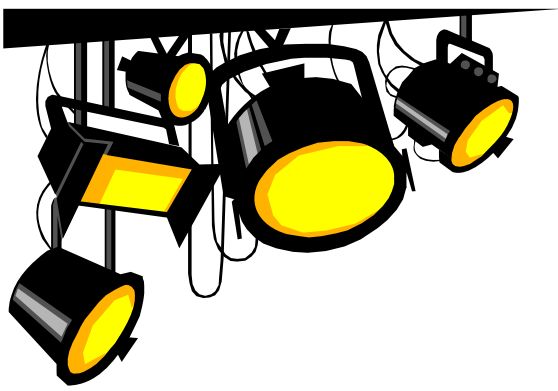
ent. Partnering at the national level however is only part of the recipe for success: partnership between C/MFRCs and PSP in each CF community is essential if the youth of our communities are going to realize the full benefit of this program.

Not unlike the C/MFRCs, DMFS also works in cooperation with a number of other stakeholders to attempt to realize maximum benefit for CF families and communities. Strengthening the Forces/ Health Promotion, the OSSIS family initiative, and some of our work this past year with our colleagues at the Directorate of Official Languages are all examples where we share a vested interest in family welfare and well-being, and work cooperatively in an effort to achieve it ... together.

New Technology Grant Making Tools Now Available!

The Internet and other networked technologies have become central to the ways Canadian voluntary organizations work with each other and work for the communities they serve. As one of the projects of the Voluntary Sector Initiative, the Changing Technology Funding Practices project has listened to grant makers and grant seekers alike, in a series of conversations about the strategic use of technology to achieve the mission work of the voluntary sector. From those conversations, some common needs were identified and tools developed to address those needs, such as: how to make compelling requests for technology funding, how to assess needs, how to plan upgrades and to determine cost-effectiveness.

For more information: http://www.vsi-isbc.ca/eng/imit/changing_funding.cfm



The Main Event

The rehearsals are over, the curtain has risen and the performance is in the hands of the performers. The transition of the Military Family Services Program (MFSP) is DMFS' primary strategic priority. "The Main Event" will keep you informed about what's happening on various stages to ensure a successful run.

Centre Stage

Partnerships and Collaborations

By: Sue McCormack, DMFS Field Operations Manager

More and more, not-for-profit, community-based organizations are being encouraged to 'partner' or 'collaborate' with similar organizations in order to minimize duplication of services and maximize the effective use of financial, human, volunteer and physical resources. Other benefits to partnering include increased access to programs and services for your user group, greater visibility for your organization within the community, reciprocal arrangements with other agencies offering similar services resulting in greater coordination and ease of access to services for participants.

Funders encourage partnerships for all of the reasons stated above, recognizing that, while partnering may require some initial and ongoing investments of time and money, it generally results in cost savings and increased levels of service.

Not-for-profits embrace partnerships in order to increase their user base, offer programs and services in locations other than their 'hub', and to maximize their own staff (paid and volunteer) resources.

However, there are many types of partnering, from very informal to very formal, and many not-for-profits can be overwhelmed by the requirements of funders that they document the extent of partnerships as a way of demonstrating their resourcefulness and ongoing sustainability.

Examining the pros and cons of potential partnerships, as well as recognizing the level of commitment required for successful partnering and understanding the various types of partnerships normally entered into by not-for-profits will all contribute to the success or failure of such endeavours.

A Definition Of Collaboration

Working definition:

Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals.

The relationship includes:

- a commitment to mutual relationships and goals;
- a jointly developed structure and shared responsibility;

(Continued on page A2)

Back Stage

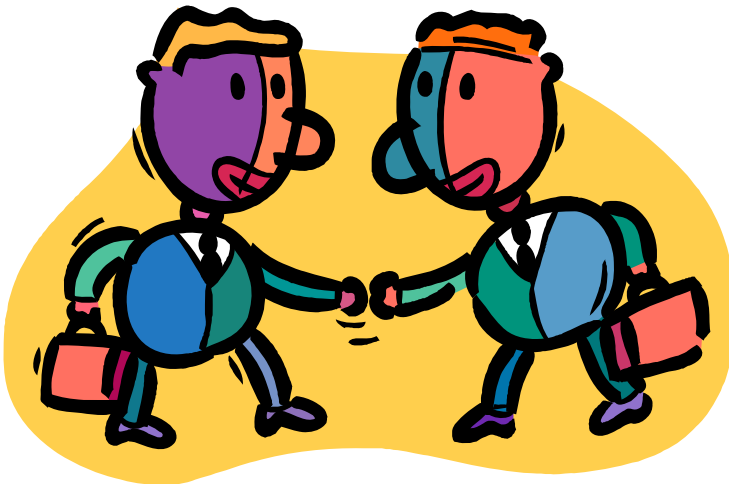
Partnerships and Collaborations-continued

- mutual authority and accountability for success;
- and sharing of resources and rewards.

Defining collaboration is made complex by ambiguities in practical usage and scholarly disagreement about the term. In practice, 'collaboration' is commonly interchanged with 'cooperation' and 'coordination.' By contrast, the majority of scholars distinguish among cooperation, coordination and collaboration.

Cooperation is characterized by **informal** relationships that exist without any commonly defined mission, structure or planning effort. Information is shared as needed, and authority is retained by each organization so there is virtually no risk. Resources are separate, as are rewards.

Some examples of cooperation include: providing information on, and referrals to, other community organizations; displaying and distributing brochures and flyers on programs and services provided by other organizations; and having links to other organizations or service providers on your web site.



Coordination is characterized by **more formal** relationships and understanding of compatible missions. Some planning and division of roles are required, and communication channels are established. Authority still rests with the individual organizations, but there is some increased risk to all participants. Resources are available to participants and rewards are mutually acknowledged.

Some examples of coordination include: partnering with another organization to offer a program or service at a satellite or outreach location, using their staff and facility resources but targeting your membership; organizing events such as health and

wellness or job fairs using your staff time to plan and coordinate; and joint sponsorship of special events or activities that benefit the broader community.

Collaboration connotes a more **durable and pervasive** relationship. Collaborations bring previously separated organizations into a new structure with full commitment to a common mission. Such relationships require comprehensive planning and well-defined communication channels operating on many levels. Authority is determined by the collaborative structure. Risk is much greater because each member of the collaboration contributes its own resources and reputation. Resources are pooled or jointly secured, and the products are shared. Formal partnership agreements, service level agreements or purchase of service agreements are usually required as a commitment by all partners to the shared mission and goals of the purpose for the collaboration, which may be short term or long term in nature. The ultimate extension of collaboration is a merger between two or more organizations in order to avoid duplication of services and to maximize the use of financial, volunteer and human resources.

Stage Left

Partnerships and Collaborations-continued

The chart below is intended to assist in determining what type of partnership or collaboration is being considered, and to understand the implications entering into such a partnership may have on various elements of the organization.

Essential Elements	Cooperation	Coordination	Collaboration
Vision & Relationships	<ul style="list-style-type: none"> • basis for cooperation is usually between individuals but may be mandated by a third party • organizational missions and goals are not taken into account • interaction is on an as-needed basis, may last indefinitely 	<ul style="list-style-type: none"> • individual relationships are supported by the organization they represent • mission and goals of the individual organizations are reviewed for compatibility • interaction is usually around one specific project or task of definable length 	<ul style="list-style-type: none"> • commitment of the organizations and their leaders is fully behind their representatives • common, new mission and goals are created • one or more projects are undertaken for long term results
Structure, Responsibilities & Communication	<ul style="list-style-type: none"> • relationships are informal; each organization functions separately • no joint planning is required • information is conveyed as needed 	<ul style="list-style-type: none"> • organizations involved take on needed roles, but function relatively independently of each other • some project-specific planning is required • communication roles are established and definite channels are created for interaction 	<ul style="list-style-type: none"> • new organizational structure and/or clearly defined and interrelated roles that constitute formal division of labour are created • more comprehensive planning is required that includes developing joint strategies and measuring success in terms of impact on the needs of those served • beyond communication roles and channels for interaction, many 'levels' of communication are created as clear information is a keystone of success
Authority & Accountability	<ul style="list-style-type: none"> • authority rests solely with individual organizations • leadership is unilateral and control is central • all authority rests with the individual organization which acts independently 	<ul style="list-style-type: none"> • authority rests with the individual organizations but there is coordination among participants • some sharing of leadership and control • there is some shared risk but most of the authority and accountability falls to the individual organizations 	<ul style="list-style-type: none"> • authority is determined by the collaboration to balance ownership by the individual organizations with expediency to accomplish purpose • leadership is dispersed and control is shared and mutual • equal risk is shared by all organizations in the collaboration
Resources & Rewards	<ul style="list-style-type: none"> • resources (staff time, dollars and capabilities) are separate, serving the individual organizations' needs 	<ul style="list-style-type: none"> • resources are acknowledged and can be made available to others for a specific project • rewards are mutually acknowledged 	<ul style="list-style-type: none"> • resources are pooled or jointly secured for a longer-term effort that is managed by the collaborative structure • organizations share in the products; more is accomplished jointly than could have been individually

Mattessich, P., et al., *Collaboration: What Makes It Work*. 2nd ed. Saint Paul, MN: Amherst H. Wilder Foundation, 2001.

Stage Right

Since you asked ...

Several C/MFRCs have asked whether a “funding matrix” of sorts, showing the Funding Application amounts requested and the actual funds allocated for all Centres could be made available.

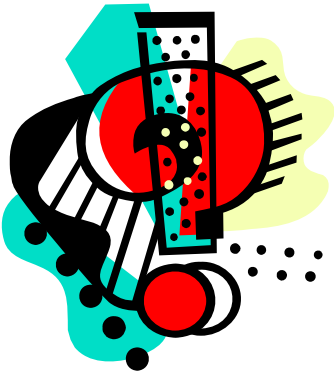
As we have discussed throughout the Directorate, the question/request is a good one and has provoked some positive debate amongst our staff team, as well as some interesting discussion with other stakeholders. That said, we have decided not to release the funding matrix at this time. Our rationale for this decision is three-fold:

a. There is a need to balance the principle of transparency with the principle of respecting the integrity of the MFRCs. The amounts requested are a matter of record between the Boards of Directors of independent third party organizations and their funder, DMFS. As these organizations were not informed at the outset that this information would be shared with others, DMFS is obliged to respect the confidentiality of the information they presented.

b. Information taken out of context about the amounts requested by C/MFRCs (and approved) would be misleading. Without a complete picture of the operational nature of a base, the size of the supported population, the needs identified, (etc., etc.), simply identifying the amounts requested and approved could create discord amongst Centres.

c. In spite of the foregoing, since this funding information belongs to the respective third party organizations, there is nothing forbidding the organizations to share this information amongst themselves. This voluntary release of the information would actually have more of an impact in strengthening the relationships among Centres, and would go further to support positive open dialogue and communication among all parties.

DMFS is currently in the process of having an external review conducted of the complete funding cycle and review process, and have posited the feasibility of this question to the review team. They will post a recommendation to us, and if they do support the release of this information as a best practice next year, they will also provide guidance on the best process that we should undertake to facilitate its release. In the interim however, in the interest of balancing the need for transparency with the need to protect the integrity of the C/MFRCs, it would not be advantageous to release this information at this time.



Canadian Forces Youth Become ‘virtual’ Developers!

Story by Louise Gratton in collaboration with the CF Youth Project Team. Ms. Gratton is currently assisting with the development of the Connecting CF Youth website.



click to view the mock up at: www.connectingcfyouth.ca/mockup

Internet savvy Canadian Forces (CF) youth have positioned themselves as the key to the Connecting CF Youth project. 50 CF youth, from Canada (and abroad), spent a part of their summer collaborating and contributing their expertise on the development of a website for their peers. The most amazing part of this project is that all of the work was done online, virtually, and over the internet!

Last summer, the Canadian Forces Personnel Support Agency (CFPSA) engaged youth for a five-week-long dialogue to create the first mock-up of a site for CF youth. The Connecting CF Youth project is a website for youth to exchange ideas, access information, learn, have fun, make new friends, and stay in touch.

Growing up in a CF family is not always simple. “Developing a website for CF youth is a great idea. Who is best positioned to understand the ever-changing youth reality but youth themselves?” says,

Lara Rooke, CFPSA Recreation and Youth Coordinator. Challenging the creative minds of youth and involving them in each aspect of the project was essential and they took the challenge seriously. They developed a framework for an amazing website and the results are there to prove it!

Parents of participants were amazed at the experience. “[The] Internet is one of the best ways for my child to keep busy. It made him stop and think on how things are done and that everyone was important, no matter what your job was,” says a parent from CFB Shilo.

Our Next Step...Going Live! Now that the pilot project is complete and a mock-up is available online, the CFPSA Youth Project Team is moving towards the next step. The site will soon go ‘live’.

Our goal is to reach every CF youth and to provide them with knowledge, experiences, and services that will help them feel

the support of being part of their own community.

Support the Connecting CF Youth Program! Over the next few months, the CFPSA Youth Project Team will be putting its energy towards finalizing the design and the content and launching the site for CF youth. Your help with our continued promotion of the website is needed!

Pilot Project Results

- Over 50 youth contributed to the website. They said, “Yes! Let’s go” and 98% stayed on board for the entire project.
- The forum was kept alive 24/7 for over 35 days!
- To figure out what the site should contain, how it should look, and how it should be promoted, 5,462 messages were exchanged on the forum. Even more emails were sent to complete the work.
- Four teams were created (each team was led by a youth leader and co-leader).
- Of the youth that participated, 42% were never engaged before in a program offered at their base. That’s almost half of them!
- 100% of the participants say, “Yes, I would recommend this experience to my best friend...”

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New Features Make Centrepointe Surfing Simpler

By: Elizabeth MacDonald, Centrepointe Staff Writer

Everyone's interests and needs are different. So, to make the most of your Centrepointe visits, we've upgraded the site to make it easier for you to find what you want, fast:

- Click on "My Centrepointe" on the top navigation bar and you'll be taken to your own private page. Take a look at the right hand margin and you'll see all our countries and content categories listed. Simply click on your favourites and the three most recent articles we've added to each of these categories will show up on this page.
- Want to know when new articles are published on your favourite topics? Then tick the Alerts box on your "My Centrepointe" page.
- Find an article you like? Click on the Add to Favourites button at the end of every feature, and it'll be saved for you. To access your list of favourites, go to your "My Centrepointe" page, and click on the link "Favourite Articles" in the top right hand corner.
- If you know someone else who'd enjoy the site, use our new Tell a Friend About Centrepointe feature to spread the word.
- Got a topic you'd like us to cover? Great! Just click on our new Suggest an Article button and tell us about it.

Look for us at our new address: www.centrepointe.info

The following documents have been distributed electronically to all C/MFRC Board Chairpersons and Executive Directors between 1 December 2004 and 28 February 2005. If you did not receive a copy please contact Francine St-Amour at St-Amour.FC@forces.gc.ca

General Documents	File Number	Date Sent
First Level Review: MFSP Funding Applications	5390-2	10 Dec 04
National Youth Model Funding Announcement	5390-8-5	17 Dec 04
DMFS Update	5390-12	22 Dec 04
MFSP Service Delivery Agreement and Reporting Template—version 3	5390-2	22 Dec 04
Youth Newsletter	5390-8-2	24 Dec 04
C/MFRCs In Focus	5390-12	03 Feb 05
Draft MOU and Supplemental Agreement	5390-8	03 Feb 05
National Youth Model Funding Process	5390-8-5	09 Feb 05
2005 SISIP FS Volunteer Recognition Program	5390-8-11	09 Feb 05

If you have received this email in error or do not wish to receive future editions of the DMFS Update, please advise us by return email.