

## **2016 EMERGENCY RESILIENCY FUND FINAL REPORT**

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### **EXECUTIVE SUMMARY**

In 2015 December, through “Green Sheet: The Community Economic Resiliency Fund, (Mayor Nenshi)”, Council approved \$5 million for an Emergency Resiliency Fund to assist non-profit organizations and City business units experiencing excess demand as a result of the economic downturn and global events.

Through community consultations, it was determined that the Emergency Resiliency Fund would provide funding through four strategies: enhanced support to programs and services; targeted partnership with the United Way of Calgary and Area to address basic needs; targeted partnership with the Calgary Arts Development Authority (CADA) to address the needs of the arts sector; and targeted funds to City business units to address increased demands on services.

The Emergency Resiliency Fund investments enabled organizations to work more collaboratively to deliver critical programs and services to those impacted by the economic downturn and global events. These collaborations were crucial in strengthening non-profit organizations’ ability to respond to increased demand and supporting vulnerable Calgarians, especially those struggling with unexpected loss of employment as well as chronically vulnerable Calgarians. Through the Emergency Resiliency Fund, 85 organizations were funded to provide direct support to 28,785 clients (individuals and families) and 372 events (training, support groups, and educational activities) were sponsored with 18,738 people participating.

This report provides information on how the Emergency Resiliency Fund was allocated and the results of the 2016 Emergency Resiliency Fund investments in the community.

### **ADMINISTRATION RECOMMENDATIONS:**

That the Priorities and Finance Committee recommends that Council receives this report for information.

### **RECOMMENDATIONS FROM THE PRIORITIES AND FINANCE COMMITTEE, DATED 2017 JUNE 06:**

That Council approve the Administration Recommendation contained in Report PFC2017-0394.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

In 2015 December, through “Green Sheet: The Community Economic Resiliency Fund, (Mayor Nenshi)”, Council approved \$5 million to be allocated to an Emergency Resiliency Fund to “assist non-profit organizations and City business units experiencing excess demand as a result of the economic downturn and global events.” Administration was directed “to develop a terms of reference for the funds and to inform Council by memo no later than Q1 2016”. Council was informed by memo of the Emergency Resiliency Fund Terms of Reference (Attachment 1) on 2016 March and of the allocations on 2016 June 21 (Attachment 2). Finally, Administration was directed to bring a final report forward to Council through the Priorities and Finance Committee on how the money was spent, no later than Q2 2017.

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### BACKGROUND

In 2015 December, Council approved the creation of a one-time \$30 million Community Economic Resiliency Fund. Of this total amount, \$5 million was directed to the establishment of an Emergency Resiliency Fund to enable non-profits and City business units to continue to serve economically and socially vulnerable Calgarians during the current economic downturn and to ensure that adequate services are provided in response to the local impact of global events, such as the influx of Syrian refugees into Calgary.

In order to inform the development of the Emergency Resiliency Fund Terms of Reference consultations were conducted across the non-profit sector including other funders, to determine the issues most impacting individuals, families and the non-profit organizations that serve them.

Through consultations many non-profit organizations had reported increased demand in programs and services, including demand for program subsidy. The increased demand also came at a time when some organizations were negatively impacted by the significant decrease in corporate funding. Outside of the human services sector, arts and culture organizations reported they were strongly impacted with decreased revenue and decreased corporate sponsorship resulting in an excess demand, which far exceeded funds available, for operating grants through CADA.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

As a result of consultations across the non-profit sector, four funding strategies were developed to invest the Emergency Resiliency Fund.

**Strategy #1: Enhanced support to** programs and services of Calgary non-profits impacted by the current economic downturn and global events, thus enabling increased access for families and individuals and helping to prevent the further escalation of social problems related to the economic downturn. In order to execute on this strategy, a call for funding proposals was initiated in 2016 April which resulted in 63 applications representing \$7.4 million in requests for support from the Emergency Resiliency Fund. Internal staff and subject matter experts assessed the proposals based on pre-determined criteria including organization's effectiveness and demonstration of the program's ability to provide immediate, impactful support to individuals and families. As a result of the call for funding proposals, the funds were invested in enhanced support to programs and services in five priority areas:

1. essential supports;
2. mental health;
3. global events (refugees and newcomers);
4. programs for vulnerable populations; and
5. access to activities for children.

**Strategy #2: A targeted partnership with the United Way of Calgary and Area** around the provision of "basic needs" such as rent, damage deposits and utilities (and associated resources such as financial literacy training) which has proven to be very effective in preventing social problems from escalating. Through a one-time investment of \$575,000, The City of Calgary was able to expedite a response and expand the reach of the United Way "basic needs" initiative for 1250 individuals. The Emergency Resiliency Fund was distributed to three community organizations (CUPS, Red Cross and Sunrise Community Links) to respond to the growing need for a crisis alleviation fund due to the economic downturn. Because of the Emergency Resiliency Fund support these organizations were able to serve 27% more people than for the previous Year.

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**Strategy #3: A targeted partnership with the Calgary Arts Development Authority (CADA)** in which \$1 million was allocated to CADA to deal with the increase in demand for operating grants, helping 34 of Calgary's arts organizations cope with the impacts of the current economic downturn. The Emergency Resiliency Fund was made available through a call for funding proposals to arts organizations that were already receiving funding from CADA. The Emergency Resiliency Fund provided important assistance to stem cash flow challenges and supported small organizations to mitigate risks to artistic programming, activities and public accessibility. The Fund supported arts organizations to ensure that Calgarians continue to enjoy the benefits of, and have access to a strong local arts community.

**Strategy #4: Funding for Targeted City Business Units** that experienced unusually high demand for services resulting from the economic downturn and global events. With the influx of Syrian refugees arriving to Calgary, there was increased needs for information about available programs and services in different languages. The Emergency Resiliency Fund provided opportunities for translating information materials and service maps into Arabic and five other languages. In addition, a welcoming event was funded as it provided an opportunity for the municipality to connect directly with refugees and introduce relevant programs and services.

Council was informed of the preliminary Emergency Resiliency Fund allocations from Strategy 1 by memo on 2016 June 21 and a final list of all allocations is included as Attachment 2.

The Emergency Resiliency Fund provided enhanced access to programs and services for vulnerable Calgarians as well as those who are newly vulnerable due to job loss and significant loss of income. Details of the results of the Emergency Resiliency Fund investments are included in Attachment 3.

### **Stakeholder Engagement, Research and Communication**

Administration hosted more than twenty consultations with internal and external stakeholders (including other funders, partner organizations, non-profit governing bodies and other City Business Units) to develop an understanding of the issues impacting individuals, families and the non-profit sector in Calgary. These consultations informed the development of the terms of reference and the allocations of the funds through both the call for funding proposals and targeted partnerships.

The economic downturn continues to affect Calgarians. In 2016 December, the number of employment insurance (EI) recipients was 33,330 persons, up 60 per cent from 2015 December. The unemployment rate in 2017 March was 9.1 per cent, compared to 8.8 per cent in Alberta and 7.1 per cent in Canada.

### **Strategic Alignment**

The allocation of the 2016 Emergency Resiliency Fund aligns with the following priorities, policies and strategies:

- Council priorities including priority 2: "Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life" and specifically the strategic action N3: "Enhance the City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations."

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- Fair Calgary Policy which states that “City Council is committed to enhancing the social well-being of Calgarians and our communities in a desire to make this city a great place to live for all.”
- The Welcoming Community Policy which “supports The City in effectively continuing its engagement with the local community and senior governments in providing successful integration for immigrants into our community and addressing their needs as they relate to the municipal mandate of creating an inclusive community.”
- *Enough for All* Poverty Reduction Strategy that recommends “Everyone in Calgary has the income and assets to thrive,” and that “Everyone in Calgary can easily access the right supports, services and resources.”

### **Social, Environmental, Economic (External)**

The Emergency Resiliency Fund supported enhanced programs and services, strategic partners and City business units to provide services where most needed for the most vulnerable Calgarians as well as those that are newly vulnerable due to the impact of the economic downturn. This support prevented existing social issues from escalating and provided a safety net for Calgarians to live in a safe, strong community with the opportunity to succeed and contribute to a vibrant urban fabric despite the economic downturn. By funding community organizations to provide basic needs, mental health and addiction services, and domestic violence prevention, Emergency Resiliency Fund reduced and prevented more serious and costly social problems such as crime, family violence and poverty.

The Emergency Resiliency Fund has contributed to minimizing the effect of the economic downturn and creating employment opportunities as well as supporting the economic resiliency of the non-profit sector. Vibrant, socially inclusive communities are more likely to attract and retain the workforce Calgary needs in order to thrive through and after the economic downturn.

### **Financial Capacity**

#### **Current and Future Operating Budget:**

Council approved one-time \$5 million from the Community Economic Resiliency Fund in 2016. There are no ongoing budget implications associated with these funds.

#### **Current and Future Capital Budget:**

There are no capital budget implications associated with this report.

### **Risk Assessment**

With the continuation of economic downturn, there is the risk of raising expectation that The City will continue to provide this additional support to the non-profit sector until the economy improves. To mitigate this risk Administration targeted funding in programs or projects that can be scaled up or down as needed. The funding review also examined the financial viability of the organizations and their strategies to increase their resiliency to the current economic environment.

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**REASON FOR RECOMMENDATION:**

A report back on the 2016 Emergency Resiliency Fund allocations provides Council with information on the results of increased financial resources to non-profit organizations and City business units' ability to either sustain their operations, and/or to meet the increased demand of individuals and families for programs and services during the economic downturn and global events.

**ATTACHMENTS**

1. The City of Calgary Emergency Resiliency Fund Terms of Reference
2. Calgary Neighbourhoods 2016 Emergency Resiliency Fund Allocations
3. 2016 Emergency Resiliency Fund Results