

**Community Services Report to  
SPC on Community and Protective Services  
2020 December 9**

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CPS2020-1221  
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**2021 Family and Community Support Services Funding Recommendations**

**RECOMMENDATIONS:**

That the SPC on Community and Protective Services recommend that Council:

1. Approve the recommended FCSS allocations of \$2 million for 2021, as detailed in Attachment 2; and,
2. Authorize Administration to access up to \$750,000 from the FCSS Stabilization Reserve in 2021 for the purpose of funding non-profit organizations for emerging social issues and capacity-building initiatives.

And further, that the SPC on Community and Protective Services forward this report to Council as an item of urgent business at the 2020 December 14 meeting.

**HIGHLIGHTS**

- Administration is presenting its annual Family and Community Support Services (FCSS) funding recommendations, as well as requesting access to the FCSS Stabilization Reserve for the purpose of supporting organizations with capacity-building initiatives and in responding to emerging social issues. Referring this report to the next Council meeting as an item of urgent business allows Administration to begin the contracting and payment process as soon as possible, ensuring a continuity of service delivery to Calgarians.
- **What does this mean for Calgarians?** Calgarians have access to ongoing preventive social programs that increase social inclusion.
- **Why does it matter?** Calgarians experiencing vulnerabilities will continue to benefit from programs and services funded through FCSS.
- FCSS agreement end dates are staggered, so only a portion of organizations are reviewed annually. This year, nine organizations with contracts ending in 2020, and one organization seeking a program enhancement have been reviewed and are presented in this report.
- Administration is recommending funding for one-year due to the ongoing reviews of the FCSS program directed by Council and the Government of Alberta.
- Accessing funds from the FCSS Stabilization Reserve to respond to emerging issues and strengthen organizational capacity will increase the non-profit sector's capacity to be adaptive and deliver strong, evidence-informed, social programs to Calgarians.
- Administration is proposing using some of the requested funds from the FCSS Stabilization Reserve to increase the capacity of organizations to develop anti-racist organizational processes.
- **Strategic Alignment to Council's Citizen Priorities:** A city of safe and inspiring neighbourhoods
- **Background and Previous Council Direction** is included as Attachment 1.

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### **DISCUSSION**

#### **Background**

FCSS Calgary is administered by Calgary Neighbourhoods alongside other prevention funding streams such as the Crime Prevention Investment Plan, Prevention Investment Framework with Mental Health and Addictions Lens and the Anti-Racism Capacity-Building Fund. FCSS is a unique funding partnership between The City of Calgary and the Government of Alberta to provide preventive social programs to Calgarians experiencing vulnerabilities, in accordance with Council priorities and the FCSS Funding Framework. FCSS is governed at the provincial level by the FCSS Act and Regulation.

To be eligible for FCSS Calgary funding, organizations must collaborate with others to ensure a continuum of preventive services exists in Calgary and to avoid duplication in service provision. By funding these organizations to deliver preventive social programs, Calgarians can expect the following outcomes:

- Children and youth that are healthy, loved and feel that they can succeed.
- Adults, including seniors, that are better able to overcome challenges like poverty, violence and homelessness.
- Families that are stronger, more cohesive and more encouraging of one another.

Administration evaluates the impact of FCSS Calgary funding through standardized surveys on social inclusion. Participants in FCSS-funded programs complete these surveys and the results are analysed and communicated back to the organizations to improve the design and impact of their programs. This continuous cycle of data analysis and program delivery ensures that Calgarians are provided with evidence-based programs that meet their needs.

The City currently provides sustainable funding to 76 organizations to provide 148 preventive social service programs, for a period of one to three years. The City's FCSS partner organizations have faced a number of challenges in 2020. Revenue for many organizations is down due to cuts from other funders. Donations from the private sector and individuals are also down. At the same time, fundraising opportunities have been limited by the COVID-19 pandemic and the public health measures to contain it. Despite these challenges, most organizations have risen to the occasion and have been innovative and adaptable in the face of crisis. Most organizations have instituted some form of on online service delivery. They have collaborated to ensure Calgarians have seamless access to programs at different organizations, while ensuring services do not overlap.

#### **Review process**

At the end of each funding period a comprehensive organizational and program review is conducted to ensure alignment to Council priorities, response to community issues and impact on Calgarians in a coordinated manner, without duplication. Organizations are also asked to submit new funding applications that detail how their FCSS programs will support Calgarians experiencing vulnerabilities and contribute to FCSS Calgary's long-term outcome of increased social inclusion. If concerns are identified by Administration during the review process, conditional funding is recommended and the organization must demonstrate by August of the funding year that it has met the condition(s) in order to be considered for future funding.

In 2020, 10 programs delivered by nine organizations were reviewed for alignment and impact. In addition, an FCSS-funded parenting program in north central Calgary ceased operations in

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2020, making previously-approved funds for the program available for reallocation. Through a review of existing programs and their outcomes, Administration is recommending reallocating these funds to enhance a program at a different organization that also supports the outcome of increasing family cohesion and that provides services in the same geographic area to reduce service disruption. Administration is recommending these 11 programs for one-year of funding, rather than the traditional three-year funding period (Attachment 2). This is a prudent step that allows all stakeholders to remain nimble, pending the outcome of reviews related to the FCSS program directed by Council and the Government of Alberta.

### **Capacity building**

The FCSS Stabilization Reserve exists primarily to cover any emergency shortfalls in the case of a reduction in the provincial allocation. Each year Administration seeks Council's approval to allocate some of this reserve for the Capacity-Building and Emerging Issues Fund. Access to these funds would allow Administration to support organizations that propose one-time initiatives to better respond to emerging social issues. Investments may also be used to advance elements of organizational effectiveness of partner organizations to become more adaptive and responsive during this time of uncertainty. Administration intends to focus some of these funds towards increasing the capacity of organizations in anti-racism change processes. Over \$4.5 million in requests were submitted through the Anti-Racism Capacity-Building Fund in 2020, with a focus on community-based initiatives. Council approved up to \$250,000 for this fund, with the Calgary Foundation and the United Way of Calgary and Area contributing an additional \$350,000. Due to demand exceeding the \$600,000 available, proposals will be reassessed for alignment to the Capacity-Building and Emerging Issues Fund, with a focus on organizational change processes.

## **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

Administration undertakes various stakeholder engagement activities to inform the funding recommendations contained in this report. Through this year's funding review process, Administration engaged in robust discussions with board members and staff of nine non-profit organizations.

Administration gathers feedback from its FCSS-funded partners through an annual partner survey. This survey allows organizations to submit feedback on how the FCSS program is administered, if the organization is receiving the supports it needs, and any recommendations it has.

The FCSS Calgary Forum provides an opportunity for FCSS-funded organizations, community stakeholders, and Administration to work together to increase the profile and effectiveness of the FCSS Calgary program. The Forum met throughout 2020 and engaged in advocacy and awareness efforts at both the local and provincial level.

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### **IMPLICATIONS**

#### **Social**

The programs recommended for funding through this report align with the FCSS Policy (CP2016-05) and Social Wellbeing Policy (CP2019-01) by increasing the social inclusion of individuals and families with a range of vulnerabilities and contributing to safe and inspiring neighbourhoods where the impacts of social isolation and poverty are mitigated.

Recommendations align with the Investing in Partnerships Policy (CP2017-01) by ensuring partnerships with funded non-profit organizations are based on clear and meaningful intent which align with the outcome of increased social inclusion, as agreed upon by Administration and the organization.

#### **Environmental**

Not Applicable

#### **Economic**

The return on investment in preventive social programs is significant. Studies have estimated that every dollar invested yields a return of up to \$13 by diverting resources from more costly services such as policing, justice and mental health. In addition, a \$1 investment from The City leverages an additional \$8.58 from the province and the community.

#### **Service and Financial Implications**

##### Existing operating funding - base

\$39.6 million annually

The \$2.0 million in FCSS funding recommendations in this report are part of \$39.6 million allocated annually to FCSS and are within existing operating budgets. The annual amount is comprised of \$29.7 million from the Government of Alberta, and \$9.9 in millrate funds. The \$750,000 recommended from the FCSS Stabilization Reserve has no impact on the operating budget. The current balance of the FCSS Stabilization Reserve is \$3.5 million.

### **RISK**

Organizations continue to face declining revenue as a result of reduced fundraising capacity and cuts from other funders. Reduced funding from other sources can negatively impact programs that are also funded by FCSS Calgary. These risks are mitigated by Administration's first recommendation of a single year funding allocation, rather than the typical three-year funding commitment. By shortening the financial commitment to organizations, The City is better positioned to rapidly respond to emerging budgetary changes, as needed.

Organizations will continue to be impacted by the effects of the COVID-19 pandemic. This will be mitigated through Administration's second recommendation to access funds from the FCSS Stabilization Reserve to support emerging social issues and capacity-building. Organizations may access these funds to support their efforts to be more innovative and responsive to dynamic situations in the community. In addition to this, Administration will ensure ongoing engagement with individual partner organizations and with the FCSS Calgary Forum to identify needs and opportunities for collaboration. The City has also produced a best practices resource

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guide for remote service delivery to assist non-profit organizations in transitioning programs to online service delivery.

There is a risk that FCSS funds could be allocated to organizations that are not stable, or to programs that do not respond to the needs of Calgarians. This is mitigated in a number of ways. Administration reviews organizations' annual audit reports which provide detailed information on the overall financial outlook for each organization. Scheduled reviews of organizations and programs, as well as annual outcome reporting, allow Administration to continually assess the impact of these programs.

**ATTACHMENTS**

1. Previous Council Direction, Background
2. 2021 Family and Community Support Services Funding Recommendations

Department Circulation

General Manager	Department	Approve/Consult/Inform
N/A		