

## 2022 Family and Community Support Services Funding Recommendations

### RECOMMENDATIONS:

That the Community Development Committee recommend that Council:

1. Approve the recommended Family and Community Support Services (FCSS) allocations of \$31.6M for 2022, as detailed in Attachment 2; and
2. Authorize Administration to access up to \$1M from the FCSS Stabilization Fund in 2022 for the purpose of funding non-profit organizations for capacity-building initiatives and responding to emerging social issues.

### HIGHLIGHTS

- Administration is presenting its 2022 Family and Community Support Services (FCSS) funding recommendations (Attachment 2) for preventive social programs, as well as requesting access to the FCSS Stabilization Fund for the purpose of supporting organizations with capacity-building initiatives and responding to emerging social issues. FCSS funding recommendations are brought forward to Council annually and have included a request to access the FCSS Stabilization Fund for the last several years. Through this report Administration is also providing the findings of a Council directed review of the FCSS Calgary Program.
- **What does this mean for Calgarians?** Through FCSS-funded programs, Calgarians have access to evidence-based preventive social programs that increase social inclusion, which is associated with numerous positive community outcomes.
- **Why does it matter?** Calgarians are at an increased risk of social isolation due to the impact of the COVID-19 pandemic. Prevention programs mitigate the impact of issues such as poverty and inequity and build resilience in individuals, families and communities.
- FCSS agreements with funded organizations have end dates that are staggered, so only a portion of partner organizations are reviewed annually. This year, 55 organizations with contracts ending in 2021 have been reviewed and are presented in this report.
- Accessing funds from the FCSS Stabilization Fund to respond to emerging social issues and to strengthen organizational capacity will increase the non-profit sector's capacity to be adaptive and deliver strong, evidence-informed social programs to Calgarians.
- A review of the FCSS Calgary Program was conducted by KPMG Management Services, as per Council direction from the 2019 November 29 Council budget adjustments. The review, which focused on the administration of the program, the funding model and internally funded programs, concluded that the FCSS Calgary Program is effective, both in terms of its strategic and tactical functions.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods
- Background and Previous Council Direction is included as Attachment 1.

### DISCUSSION

FCSS Calgary is a partnership between The City of Calgary and the Government of Alberta to provide preventive social programs to Calgarians experiencing vulnerabilities. The program is provided in accordance with the provincial FCSS Act and Regulation (Attachments 3 and 4,

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respectively) along with The City's FCSS Policy (CPS2016-05 – Attachment 5) and Funding Framework (Attachment 6).

The Funding Framework guides the allocations of funds in three areas - programs and services, community development, and policy/systems change initiatives - to achieve the long-term goal of increased social inclusion.

The City's FCSS partner organizations continue to be impacted by the COVID-19 pandemic. Most organizations have shifted towards online service delivery or have created safe ways to serve Calgarians in-person. Three programs have ceased to operate and funds previously allocated to these programs have been recommended for other similar programs to prevent any service gaps for Calgarians.

### Funding Recommendation Process

The funding recommendations in this report are the result of a comprehensive organizational and program assessment conducted for each program at the end of their current funding agreement. The assessment ensures alignment to the FCSS Act, Regulation, Council's Policy and the FCSS Funding Framework.

In 2021, 100 programs delivered by 55 organizations were reviewed for alignment and impact, of which:

- 96 programs are recommended for another year of continued funding;
- 4 programs are recommended for increased funding following a reallocations of funds from programs that ceased operations in 2021.

Funding these organizations to deliver preventive social programs in Calgary results in young people feeling a greater connection to their community; adults engaging in civil society; newcomers feeling safe and secure; and families knowing who they can count on in times of crisis.

### Capacity-building and Emerging Social Issues

As per the FCSS Policy (Attachment 5) Administration is seeking Council's authorization to access the FCSS Stabilization Fund, to support one-time capacity-building initiatives and other projects that respond to emerging social issues. The FCSS Stabilization Fund holds unallocated funds resulting from provincial increases or unspent funds returned from organizations each year. It exists to cover any shortfalls in the case of an unanticipated reduction in the provincial allocation as well as to support these one-time investments. Eligible initiatives strengthen organizational effectiveness, increase programs' impact, and address emerging issues and trends that are impacting Calgarians.

### Review of the FCSS Calgary Program

On 2019 November 29, Council directed Administration to conduct a review of the FCSS Calgary Program and to report back to Council in conjunction with the annual FCSS funding recommendations in 2021.

The municipal review was intended to:

- Assess whether the current delivery model for FCSS-funded programs should be maintained;
- Assess and improve the model for administration of FCSS programs and services by The City;

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- Identify opportunities to enhance funding relationships with other funders in Calgary and leverage diverse funding sources.

KPMG Management Services was contracted to conduct the independent review of the FCSS Calgary Program. The review concluded that the FCSS Calgary Program is well-aligned with the FCSS Act, Regulation, Policy, and stated strategic intentions, with clear governance. A summary of the findings of this review is included in Attachment 7. Administration will develop an implementation plan beginning in 2022.

### **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 organizational assessment process, Administration engaged in robust discussions with board members and staff of the organizations being recommended for funding. 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.

### **IMPLICATIONS**

#### **Social**

The programs recommended for funding through this report are intended to increase the social inclusion of individuals and families with a range of vulnerabilities, and to contribute to safe and inspiring neighbourhoods where the impacts of social isolation and poverty are mitigated.

#### **Environmental**

Not applicable

#### **Economic**

The social value in preventive programs is significant. Studies have calculated 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*

\$39.6M annually

The \$31.6M in FCSS funding recommendations in this report is part of \$39.6M allocated annually to FCSS within existing operating budgets. The remaining balance was previously approved by Council in 2019 (CPS2019-1286) to be allocated annually to organizations from 2020 to 2022.

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The \$1M recommended from the FCSS Stabilization Fund has no impact on the operating budget.

**RISK**

The COVID-19 pandemic has reduced the fundraising capacity of some organizations, which may have resulted in constrained budgets for some FCSS programs that were reviewed. This is mitigated by having organizations submit a new budget that includes expected revenue sources to demonstrate how FCSS-funded programs may be affected.

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 through a single-year financial commitment to organizations that allows Administration to evaluate organizational capacity annually.

**ATTACHMENTS**

1. Previous Council Direction, Background
2. 2022 Family and Community Support Services Funding Recommendations
3. FCSS Act
4. FCSS Regulation
5. FCSS Policy
6. FCSS Funding Framework
7. KPMG Family and Community Support Services Program Executive Review Summary

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Not applicable		