



Family and Community Support Services Program Review

Executive Review Summary

The City of Calgary
October 8, 2021



Summary of Key Findings

City and limited external stakeholders provided insights into the current administration of FCSS, funding opportunities, and the operation of internally funded programs. These insights were considered along with leading practices and comparison with other jurisdictions to form the basis of the following high-level findings:

Focus Area		Key Findings	
FCSS Administration		The City's administration of FCSS funding has been assessed as effective, both in terms of its strategic and tactical functions. The FCSS portfolio is well-aligned with the mandate, policy, and stated strategic intentions, with clear governance.	
Funding Model		FCSS funding already leverages significant resources in community. There may be opportunities to better align funding, particularly with other major funders of prevention services. As social and community initiatives arise in the future, recent experience has demonstrated that the City does not have to act as sole funder, but can first explore a co-funding approach.	
Internally Funded Programs	Community and Social Development		The current model is long-standing, effective and delivers value to the City. The program blends FCSS and mill rate funding in support of community engagements that also may blend FCSS goals and broader City objectives.
	Age-Friendly Calgary		The Seniors Age-Friendly Strategy has been renewed and is shifting into a new phase. Current resource levels appear high for the planning and coordination functions being fulfilled.
	Strategic Social Research and Planning		The current model is seen to be effective and is valued by internal and external stakeholders. The program fulfills specific FCSS-related functions including evaluation, reporting, and community research, while also supporting broader City objectives. Efficiency could not be assessed with the City's available information.
	Calgary AfterSchool		The program represents a highly valued and effective service, which is very strongly aligned with both provincial and municipal FCSS objectives. The City has adopted roles that other Alberta municipalities typically do not: direct service delivery, as well as playing a "backbone" role in providing leadership and building community capacity. There appear to be several advantages to these roles that suggest low urgency to transition to community ownership of these roles.

Summary of Recommendations

Based on the work completed, KPMG identified the following recommendations to the City:

Focus Area		Recommendations
FCSS Administration 		Recommendation 1: Adopt a formalized framework to best determine the City’s role in delivering FCSS funded programs and services.
		Recommendation 2: Pursue an alternate governance model for the approval of funding allocations within the FCSS Program.
		Recommendation 3: Create opportunities for new community agencies to engage in FCSS funding through more regular open funding calls.
Funding Model 		Recommendation 4: Review external FCSS programs for co-funding opportunities. Prioritize co-funding for emerging issues.
		Recommendation 5: Pursue increased alignment and collaboration with other major funders of prevention services, beginning with a focus on issue-specific funding and common outcomes reporting.
Internally Funded Programs	Community and Social Development 	Recommendation 6: Continue with the current Community and Social Development model, including a mix of FCSS and mill rate funding.
	Age-Friendly Calgary 	Recommendation 7: Consolidate the investments in Age Friendly Calgary with other Strategic Social Research and Planning work and align resources accordingly.
	Strategic Social Research and Planning 	Recommendation 8: Continue with the current Strategic Social Research and Planning, including a mix of FCSS and mill rate funding.
	Calgary AfterSchool 	Recommendation 9: Continue the City’s leadership and capacity-building roles. The City should continue delivering Calgary AfterSchool where required, but also establish a regular review process to determine whether partner organizations could address gaps that are being filled through direct delivery by the City.