

**Community Services Report to
SPC on Community and Protective Services
2018 December 05**

**ISC: UNRESTRICTED
CPS2018-1100**

2019-2021 Family and Community Support Services Funding Recommendations

EXECUTIVE SUMMARY

This report presents the Family and Community Support Services (FCSS) funding recommendations for 2019 to 2021. FCSS is a provincial/municipal partnership that provides funding for preventive social services. The program has been operating in Calgary since its inception in 1966 to enhance the lives of Calgarians experiencing vulnerabilities and to strengthen the community in which we live.

FCSS in Calgary is administered by Calgary Neighbourhoods as part of a continuum of prevention funding streams that also includes funding for the Crime Prevention Investment Plan and the Revised Prevention Investment Framework with mental health and addictions lens. Together these funding streams support community organizations to deliver a range of complementary preventive programs.

The Social Sustainability Framework, approved by Council in 2008 (CPS2008-89), has guided FCSS Calgary funding for the last 10 years. FCSS Calgary has advanced the Social Sustainability Framework by investing in evidence-based programs and services that contribute to increasing social inclusion and strengthening neighbourhoods. The funding recommendations in this report are based on that framework, as well as on the FCSS Act and Regulation. Recommendations for funding agreements are for one or three years, depending on the outcome of a comprehensive funding review process.

Through this report Administration is also seeking Council's authorization to access up to \$750,000 from the FCSS Stabilization Reserve to strengthen the capacity of non-profit organizations to deliver preventive programs that meet the needs of the community. Many Calgarians continue to experience economic and emotional hardship as a result of a sustained economic downturn. One-time funds increase the non-profit sector's capacity to deliver strong, evidence-based social programs to Calgarians and to respond to emerging social issues.

ADMINISTRATION RECOMMENDATION:

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

1. Approve the recommended FCSS allocations of \$29.7 million for 2019, \$28.8 million for 2020 and \$28.8 million in 2021, as detailed in the Attachment, and;
2. Authorize Administration to access up to \$750,000 from the FCSS Stabilization Reserve in 2019 for the purpose of funding capacity-building initiatives and responses to emerging social issues.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 December 06, Council approved FCSS allocations of \$8 million for 2018, \$3.7 million for 2019 and \$1.2 million in 2020 and authorized Administration to access up to \$750,000 from the FCSS Stabilization Reserve Fund in 2018 for the purpose of funding organizations for one-time capacity building projects and responding to emerging social issues (CPS2017-1124). This was the most recent of annual funding recommendations Council has approved for this program since 1966.

On 2016 June 20, Council approved an updated policy for FCSS (CPS2016-0397), which streamlined the way in which FCSS is administered in Calgary. Through this report, Council committed to contributing 25 per cent of the overall FCSS Calgary budget and approved the allocation of \$1.25 million (\$250,000 in 2016, and \$500,000 in each of 2017 and 2018) from the

Approval(s): **Black, Katie** concurs with this report. Author: **McPhee, Colleen**

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Stabilization Reserve for the purposes of maintaining the municipal contribution to the FCSS budget for 2016 to 2018, until the next City budget cycle.

On 2014 December 01, as part of *Action Plan 2015-2018*, Council confirmed its commitment to FCSS by sustaining, as part of Community & Neighbourhood Services base operating budget, the municipal contribution at 30 per cent of the overall FCSS budget for a total of \$9.4 million annually (C2014-0863).

On 2008 November 03, Council directed FCSS to implement the Social Sustainability Framework (CPS2008-89). This Framework established FCSS funding priorities: increasing social inclusion for vulnerable Calgarians and strengthening neighbourhoods to prevent the concentration of poverty in Calgary.

On 2003 April 07, Council directed the establishment of the FCSS Stabilization Reserve Fund (CPS2003-26) to cover any shortfalls in case the provincial FCSS allocation is less than expected in any given year, and for the purpose of building the capacity of funded agencies as well as responding to emerging issues.

BACKGROUND

FCSS is administered by Calgary Neighbourhoods as part of a continuum of prevention funding streams that includes funding for the Crime Prevention Investment Plan and the Revised Prevention Investment Framework with mental health and addictions lens. FCSS in Calgary is a municipal partnership with the Government of Alberta to provide preventive social programs to Calgarians experiencing vulnerabilities. FCSS is governed by the FCSS Act and Regulation. Through this partnership, the province funds a maximum of 80 per cent of the cost and participating municipalities must contribute a minimum of 20 per cent of the cost. As per the Council Policy on FCSS (CP2016-05), The City of Calgary maintains a 25 per cent contribution level.

One of the cornerstones of FCSS across the province is the provision that allows participating municipalities autonomy in determining the local priorities for funding. As such, in 2008, Calgary City Council approved the Social Sustainability Framework, a strategy to guide FCSS funding priorities in two areas: increasing social inclusion and strengthening neighbourhoods. Within these two overarching priorities, funding is directed to programs that strengthen the social wellbeing of children, youth and families; increase social connection and financial stability among Calgarians experiencing vulnerabilities; and create safe and inspiring neighbourhoods. The Social Sustainability Framework is approaching the end of its 10-year mandate. Administration has conducted a comprehensive evaluation of the Framework and engaged internal and external stakeholders in the development of an updated funding framework that will be completed in the coming year. Through this evaluation, it was confirmed that FCSS funded programs and services delivered in Calgary achieved positive results and that FCSS Calgary should continue to focus its funding on increasing social inclusion for Calgarians experiencing vulnerabilities. The updated Framework will encompass all of The City's prevention funding streams.

To be eligible for FCSS Calgary funding, programs must be consistent with the FCSS Act and Regulation and align with the Social Sustainability Framework. They must collaborate with others to ensure a continuum of preventive services exists in Calgary and avoid duplication in service provision. They must use evidence-based best or promising practices, and report

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progress using defined indicators of social inclusion or strong neighbourhoods. The organizations delivering these programs must also demonstrate sound administrative and governance practices.

The FCSS Stabilization Reserve was established in 2003 to hold unallocated funds resulting from provincial increases at year end. It is used to support capacity-building initiatives, responses to emerging social issues and to cover any shortfalls in case the provincial allocation is less than expected in any given year. Recently the reserve has been accessed by organizations to strengthen their governance structures and program designs, and help people impacted by emerging issues, such as the economic downturn.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Administration conducts regular reviews of all its funded programs to ensure alignment to Council priorities, response to community issues and impact on Calgarians. The FCSS funding recommendations in this report are based on a review of organizations and programs with funding agreements ending in 2018 including programs that were funded for the 2016 to 2018 period as part of the regular, multi-year funding process. Conducting triennial reviews reduces the administrative burden for organizations and multi-year funding contributes to increased predictability, enabling better long-term planning.

Programs that meet all review criteria are recommended for up to three years of funding. If concerns are identified by Administration during the review process, one year of conditional funding is recommended and the organization must demonstrate by August of the funding year that it has met the condition(s). In the event that a condition is not met, funding will not be recommended beyond the conditional year. If an organization is dissatisfied with the FCSS funding recommended for its programs, a reconsideration process allows the organization to ask questions and receive feedback on the recommendation and have the allocation reassessed. The reconsideration process is completed before the funding recommendations are presented to Council, as per the Council-approved FCSS Policy, approved in 2016.

In 2018, 50 organizations with 101 FCSS-funded programs were reviewed and five of the 101 programs are recommended for one year of conditional funding;

- one of the 101 programs is recommended for one year of funding to align with the contract term of another funded program within the organization;
- one of the 101 programs is recommended for one year of funding to support implementation of updated funding framework.

Funding these organizations to deliver preventive social programs in Calgary results in:

- family members better connecting to one another and parents practicing positive parenting;
- opportunities for children and youth to be engaged in meaningful activities and having the tools to succeed in school;
- individuals learning the skills required to manage their finances;
- communities that are more welcoming of all cultures, ethnicities, ages, sexual orientation and income levels.

The FCSS Annual Report is published in April of each year and highlights the measured impact of these programs in the community. Examples of positive outcomes achieved in 2017 include an increased sense of belonging for children at school, children observing regular positive

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interactions between adults in the household and clients learning the skills to save money each month. FCSS Calgary annual reports, lists of funded organizations, and success stories can be found online at Calgary.ca/fcss.

Stakeholder Engagement, Research and Communication

Administration undertakes various stakeholder engagement and research activities to inform the funding recommendations contained in this report. Through this year's multi-year funding reviews, Administration engaged in robust discussions with board members and staff of 50 non-profit organizations.

The FCSS Calgary Forum established in 2016, enables Administration to work collaboratively with the non-profit sector. The Forum members provide input into the operation of FCSS Calgary, increase awareness of preventive social services and advocate on policy and financial issues.

Administration assesses the impact of its FCSS funding through the use of standardized surveys of social inclusion and strong neighbourhoods. The survey results are analysed and communicated back to the organizations to improve the design and impact of the programs. This continuous cycle of data analysis and program improvement ensures that Calgarians are provided with evidence-based programming that meet their needs.

In addition, Administration provides timely and relevant communication to its partner organizations through quarterly news alerts and an annual satisfaction survey, enabling organizations to have the information they need to maintain their preventive program effectiveness.

Strategic Alignment

FCSS supports the Citizen Priorities of *A Prosperous City* and *A City of Safe and Inspiring Neighbourhoods* by partnering with other orders of government and non-profit organizations to achieve social wellbeing.

The two FCSS funding priorities of increasing social inclusion and strengthening neighbourhoods align with the Calgary 2020 Sustainability Direction in relation to community wellbeing and prosperous economy and also align to the Council-approved social wellbeing principles of prevention; equity; truth and reconciliation; and supporting culture.

The FCSS service delivery model which builds on the knowledge, expertise and leveraging power of non-profit organizations, aligns with the *Investing in Partnerships Policy* and its guiding principles.

As a partner in the *Enough for All Poverty Reduction Strategy*, FCSS invests in programs that address all four pillars of the strategy: strong communities; Indigenous strategies; supports and services; and income and assets.

Finally, the programs funded through FCSS Calgary align with other emerging initiatives, such as the Gender-Equity and Diversity Strategy, Social Wellbeing Principles and the Mental Health and Addiction Strategy.

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Social, Environmental, Economic (External)

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

FCSS allows The City to engage citizens in solving problems, strengthening neighbourhoods and addressing social issues before they escalate. FCSS contributes to complete communities through investments in community development and in the capacity of residents to mobilize and take action to improve their neighbourhoods. Mobilized residents improve natural and built environments, increase access to programs, services and amenities and contribute to a thriving local economy.

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. Strong communities where residents experience a sense of belonging attract a talented workforce that Calgary's economy needs to recover and thrive.

Financial Capacity

Current and Future Operating Budget:

Recommended FCSS funding allocations are within operating budgets to be approved on 2018 November 30. The funds recommended from the FCSS Stabilization Reserve have no present or future impact on the operating budget.

Current and Future Capital Budget:

The recommendations in this report do not have any present or future capital budget impacts.

Risk Assessment

There is a risk that in the long term, funding for preventive social service programs is not adequate or indexed to inflation. To ensure sufficient funding for preventive social programs into the future, Administration will continue to support advocacy for a provincial FCSS funding formula that is indexed to inflation. Such a funding formula would limit the risk of demand exceeding available resources. Administration will support Council's continued work with community partners and other FCSS programs across the province to advocate for sustained funding from the Government of Alberta.

REASON(S) FOR RECOMMENDATION(S):

FCSS is administered by Calgary Neighbourhoods as part of a continuum of prevention funding streams. It has been in operation for over 50 years and has a solid track record of preventing a myriad of social problems before they escalate requiring more costly intervention programs such as policing and justice. The programs recommended for FCSS funding have been assessed through rigorous measures of efficiency and effectiveness. Council's approval of funding for these programs will ensure Calgarians have access to essential preventive social supports.

Access to the FCSS Stabilization Reserve for the purpose of one-time funding will enable non-profit organizations to increase their capacity in delivering prevention programs and responding to emerging social issues. A network of strong and responsive non-profit organizations enables The City to extend its reach in the delivery of essential preventive social programs.

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ATTACHMENT(S)

1. 2019-2021 Family and Community Support Services Program Funding Recommendations