

## **PREVENTION INVESTMENT FUNDING RECOMMENDATIONS**

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### **EXECUTIVE SUMMARY**

This report presents prevention investment funding recommendations, for the Family and Community Support Services (FCSS) program for 2017 to 2019, and the Crime Prevention Investment Plan (CPIP) for 2017. Presenting recommendations for these two prevention funding programs together allows for an integrated investment strategy and consideration of prevention investments holistically. As a result of the Progressing Community Services work, these two programs are now administered centrally through Calgary Neighbourhoods, creating administrative efficiencies and strategic alignment.

The sustained economic downturn in Calgary has resulted in intensified hardships for many people and has been associated with a recent spike in crime. Therefore, preventive social programs, crime prevention initiatives, organizational strengthening and responsiveness to emerging issues play a more vital role than ever as a safety net. As such, and as required by the FCSS Stabilization Reserve Terms of Reference, Administration is also requesting access to up to \$1 million in 2017 from the FCSS Stabilization Reserve through this report to respond in a timely manner to emerging issues and to strengthen the capacity of organizations. The current balance of the FCSS Stabilization Reserve is approximately \$5 million.

#### Family and Community Support Services (FCSS)

FCSS is a joint municipal/provincial program that supports and funds community agencies and City programs to deliver preventive social services that enhance the lives of vulnerable Calgarians. The FCSS program is guided by the Social Sustainability Framework which has two funding priorities: increasing social inclusion and strengthening neighbourhoods.

FCSS provides multi-year funding to organizations for up to three years. Organizations are reviewed on a staggered three-year schedule and funding recommendations are made for the corresponding subsequent years.

Administration recommends funding of \$7.8 million, \$6.6 million and \$6.3 million for 2017, 2018 and 2019 respectively for organizations reviewed in 2016. Details of the recommended allocations can be found in Attachment 1.

#### Crime Prevention Investment Plan (CPIP)

Since 2005, the Crime Prevention Investment Plan has supported local crime prevention initiatives related to community safety in the priority areas of community capacity building; children, youth and families; and street issues.

CPIP provides seed funding, which requires organizations to apply annually. In 2016, a Call for Funding Proposals was launched for the CPIP Program. The CPIP Program received 34 unique proposals for a total ask of \$3.3 million. As a result of this Call, Administration is recommending funding for ten crime prevention initiatives, for a total investment of \$676,000 for 2017. A mix of new and existing partners will provide these initiatives; details of the recommended allocations can be found in Attachment 2.

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### **ADMINISTRATION RECOMMENDATIONS**

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Approve the recommended FCSS allocations of \$7.8 million for 2017, \$6.6 million for 2018 and \$6.3 million for 2019 as detailed in Attachment 1;
2. Approve the recommended CPIP allocations of \$676,000 in 2017 for crime prevention initiatives, as detailed in Attachment 2; and
3. Authorize Administration to access up to \$1 million from the FCSS Stabilization Reserve in 2017 for the purpose of funding organizations for one-time capacity building projects and emerging issues.

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

Administration has presented funding recommendations to Council annually since 1966, and CPIP annually since 2005. Attachment 3 provides a detailed list of previous Council direction and policies with respect to the FCSS and CPIP prevention programs.

### **BACKGROUND**

This year, for the first time, investment recommendations for both FCSS and CPIP are being presented in the same report. These two programs are now administered together through the Prevention Investments team in Calgary Neighbourhoods. This change resulted from Progressing Community Services, a department-wide initiative that is improving how various City components work together, integrating our corporate culture, and increasing our focus on communities and citizens. FCSS and CPIP both provide funding for prevention programs and initiatives.

The funding recommendations from the Prevention Investment programs have traditionally been presented to Council separately in Q1 of the year in which funding starts. To better align approval of recommendations with a calendar year, Administration is presenting funding recommendations together before the start of the applicable funding year. Not only is it timely and efficient to include the 2017 CPIP recommendations in the same report as the FCSS multi-year recommendations for social service programs, but presenting the two sets of recommendations in one report facilitates a broader, more integrated understanding of The City's investments in the preventive social services sector.

Since the launch of the Preventive Social Services Act in 1966, The City has partnered with the Government of Alberta to provide preventive social services to Calgarians. FCSS is a joint provincial-municipal program, governed by the FCSS Act and Regulation. According to legislation, participating municipalities must match provincial funding in a minimum ratio of 20 per cent municipal and 80 per cent provincial. The current Council FCSS Policy states that The City will maintain a minimum 25 per cent contribution.

To be eligible for FCSS funding, programs and services must be consistent with Council's funding priorities and with the FCSS Act and Regulation. They must work collaboratively and not duplicate existing programs, use evidence-based best or promising practices and demonstrate sound administrative and governance practices. Organizations are required to spend FCSS funding allocations according to their FCSS Funding Agreement and FCSS Funding Principles.

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The FCSS Stabilization Reserve was established in 2003 to hold unallocated funds resulting from provincial increases at year end. Having a reserve ensures that infusions of funds can be carefully and strategically assigned to priority areas and that community organizations have time to develop programs in a well-planned and sustainable way. It can be used for short-term capacity building projects, to respond to unexpected issues and to cover provincial funding shortfalls. Organizations have accessed the fund for one-time assistance to prepare long-term strategic plans, to address governance matters, to improve program design, and to address emerging concerns.

CPIP was established in 2005 to support crime prevention efforts in Calgary through seed funding for community-based prevention initiatives. The intent of seed funding is to start a new project or initiative and help get it up and running. While a program is receiving seed funding, and as it grows, it is expected to seek sustainable funding. Successful programs should be positioned to continue to offer services once CPIP funding ceases.

The Calgary Police Service Crime Prevention and Reduction Continuum serves as a strong foundation for CPIP's funding framework. CPIP initiatives focus on crime prevention in three priority areas: community capacity building; children, youth, and families; and street issues. This focus on crime prevention is different from but complementary to the FCSS program's focus on preventive social programs that enhance the lives of vulnerable Calgarians.

In a commitment to continuous improvement, the CPIP funding framework is currently being reviewed to ensure these funds support robust, results-driven, measurable crime prevention initiatives with clear objectives, appropriate performance measures, and the potential for sustainability. The review will include consideration of whether providing seed funding is the most suitable way to advance the program's goals. Current work on a CPIP funding framework includes an environmental scan of other municipal, provincial, and federal crime prevention investments; best practices for seed funding strategies; and funding structure. In addition, key stakeholders, including existing CPIP-funded organizations and the Calgary Police Service, have been invited to a community consultation on desired crime prevention funding priorities.

The chart below highlights some of the unique characteristics of the two programs and resulting funding recommendations.

FCSS	CPIP
Joint provincial-municipal program, governed by the FCSS Act and Regulation launched in 1966, providing preventive social services to Calgarians.	Calgary-specific program, established in 2005 to support initiatives that address issues related to community safety.
Funding recommendations based on a review of organization and program contracts ending in 2016	Funding recommendations based on results of the Call for Funding Proposals that was held in 2016 April

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FCSS cont.	CPIP cont.
Guided by the Social Sustainability Framework, a 10 year investment strategy	Aligns with the Calgary Police Service Crime Prevention and Reduction Continuum
Multi-year sustained funding for strong organizations and programs.	Seed funding to help start new projects or initiatives or to assist newly established initiatives reach sustainability.
Priorities: increasing social inclusion for vulnerable Calgarians and strengthening neighbourhoods	Priorities: community capacity building; children, youth, and families; and street issues

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

In 2016 April, Calgary Neighbourhoods initiated a three stream Call for Funding Proposals for FCSS, CPIP and the Emergency Resiliency Fund (ERF). In 2016 September, Council approved funding recommendations for the FCSS portion of the 2016 call in CPS2016-0710.

As a result, FCSS recommendations contained in this report are based on the program's regular multi-year review process for agencies with contracts ending in 2016, while CPIP recommendations are based on the Call for Funding Proposals described above.

### FCSS Funding Recommendations

The recommendations for FCSS funding in this report are made based on multi-year reviews of those organizations with agreements ending in 2016.

Funding recommendations are informed by a thorough review of each organization for elements of efficiency and effectiveness including but not limited to organizational strength, coordination with other organizations, ability to reach vulnerable populations and evidence-based practice.

Multi-year funding promotes long-term planning and organizational stability, resulting in strong organizations and programs. If concerns come to light during the review process, conditional funding is recommended. When there are conditions, Administration works closely with the organization to address the concerns. Organizations may also apply for one-time capacity-building funds to assist them in meeting the conditions. If the conditions are met during the conditional year, the funding for the organization is generally recommended for two or three additional years. If not, the organization is notified that funding will be discontinued and Administration develops a transition plan.

In 2016, 24 organizations with 51 FCSS funded programs were reviewed. All organizations that were reviewed and requested funding have programs that are being recommended for continued funding. Of the programs:

- 35 are recommended to receive three years of funding;
- Five are recommended for two years of funding; and
- 10 are recommended for one-year of funding.

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Details of the funding allocations, including conditional funding recommendations, are provided in Attachment 1. Condition D covers programs that will no longer receive funding for Seniors Home Maintenance as it is anticipated that the provincial Seniors Needs Assessment Benefit will be available directly through The City of Calgary to support this work in organizations, thereby freeing up the amount FCSS currently pays for administration of home maintenance for seniors. The available funds will then be directed to programming that aligns more closely with the funding priorities identified in the FCSS Social Sustainability Framework.

The funding recommendations presented in this report will strengthen the FCSS programs that have already been making a measurable difference by helping program participants increase their social support networks, enhance overall economic well-being, improve various components of healthy child and youth development and improve family cohesion and parenting.

With the increasing demand for services resulting from the continuing economic downturn, the need persists to strengthen organizations to remain agile as pressing new issues come to light. The ability to access funds from the FCSS Stabilization Reserve enables Administration to respond to community need. As a result of the provincial increase to FCSS in 2015/2016, \$1.91 million was transferred to the FCSS Stabilization Reserve and the current balance of the reserve is approximately \$5 million.

### **CPIP Funding Recommendations**

The Crime Prevention Investment Plan funding recommendations in this report pertain to applications received in response to the 2016 Call for Funding Proposals. CPIP received 34 unique proposals for a total ask of \$3.3 million, resulting in a funding gap of \$2.7 million.

Members of the Prevention Investments team reviewed all proposals and short-listed some for further review based on established criteria and priorities. External reviewers from the Office of Alberta Justice and Solicitor General who are involved in funding crime prevention initiatives at a provincial level reviewed the short-listed proposals.

To ensure alignment with the Calgary Police Service (CPS) Crime Prevention and Reduction Continuum, a member of the Calgary Police Service's Integrated Partnership Division was also engaged as a subject matter expert. The subject matter expert reviewed the short-listed proposals and provided comments and feedback on their suitability and alignment with ongoing CPS programs. In addition, the Calgary Urban Indigenous Funders Domain, using a specific Indigenous screening tool, reviewed all proposals that addressed collaboration with Indigenous partners or prevention of violence against Indigenous women and girls.

Administration used feedback from all identified subject matter experts to determine which organizations would be selected for an interview. Applicants that were successful in the assessment process are being recommended for funding. Details of the recommended allocations can be found in Attachment 2.

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CPIP funded organizations work with Administration to identify how the funded initiatives are having an impact, and how emerging and urgent crime prevention issues are being addressed. Each organization is required to submit an annual report summarizing the development and impact of its initiative. Administration supports CPIP partners to find additional sources of funding for initiatives, with the expectation that they will reach sustainability within four years of initial CPIP funding.

### Stakeholder Engagement, Research and Communication

The Prevention Investment team engages in various research, engagement and communications activities as part of its commitment to work in partnership with funded organizations. In particular, with respect to the multi-year review process, Administration engages with funded organizations through a robust review process that includes meetings with boards and staff.

The FCSS program also has a dedicated stakeholder group with which it consults on an ongoing basis. In 2016 June the FCSS Calgary Forum was created through the amalgamation of the FCSS Agency Advisory Group and the FCSS Sustainability Forum. The FCSS Calgary Forum provides an opportunity for FCSS Calgary administration and organizations to work collaboratively on issues facing the preventive social service sector in general, and FCSS Calgary in particular. The forum provides Administration with one strong and cohesive voice of representing preventive social service organizations.

To inform assessment of the CPIP call for funding proposals, Administration consulted with the Canadian Municipal Network on Crime Prevention, the office of the Alberta Justice and Solicitor General, and Public Safety Canada to understand other crime prevention strategies and priorities to which CPIP could align.

### Strategic Alignment

The FCSS and CPIP programs complement rather than duplicate one another through a continuum of inter-related services. Funding ranges from preventive social services to crime prevention, from education to early intervention. Some organizations may have funding from both FCSS and CPIP for different programs, with each program uniquely aligned to a single funding stream.

Both funding streams support the Council Priorities of a *Prosperous City* and a *City of Inspiring Neighbourhoods* by partnering with other levels of government and with not-for-profit organizations to achieve community well-being. The priorities of each also align with the Calgary 2020 Sustainability Direction in relation to Community Well-Being and Prosperous Economy. FCSS advances the implementation of the Social Sustainability Framework (SSF) by investing in evidence-based services that contribute to increasing social inclusion and strengthening neighbourhoods. CPIP is developing a new framework which is expected to complement and align to the SSF.

As a partner in the Enough for All Poverty Reduction Strategy, The City of Calgary, through FCSS and CPIP, invests in prevention-focused services designed to address root causes of poverty. Several of the programs recommended for funding support financial empowerment,

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community development, and community economic development, contributing to the four pillars of the Enough for All Strategy: Everyone Can Thrive; Indigenous Strategies; Strong Communities; Supports and Resources. Both FCSS and CPIP align with the Council strategic priority: “Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.”

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

By funding community organizations to increase social inclusion and strengthen neighbourhoods, FCSS Calgary and CPIP reduce and prevent social problems such as crime, family violence, neighbourhood decline and poverty. Many programs recommended for funding in this report have experienced increased demand because of the stress people are experiencing as a result of the continued economic downturn.

FCSS and CPIP contribute to complete communities through investment in community development and capacity building, by which residents can improve the natural and built environment as well as social connections, access to programs, amenities and services, and local community economic development. When neighbourhoods thrive, residents are less likely to live in homes with environmental issues such as mold, vermin and poor ventilation and more likely to enjoy access to green and local community gathering spaces.

An investment of \$1 in preventive local social service programs produces a social return on investment of up to \$13, diverting resources from spending on other more costly services such as policing, justice, mental health and child protection. Vibrant, socially inclusive communities are more likely to attract and retain the workforce Calgary needs in order to thrive

FCSS and CPIP have created integral partnerships between The City and community agencies to allow for an innovative approach to social inclusion and crime prevention. Perceptions of Calgary as a vibrant, healthy, safe and caring community are critical factors in positioning Calgary to continue attracting new residents and enhancing economic growth.

### **Financial Capacity**

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

The FCSS and CPIP allocations recommended in this report will be funded through the current and future Prevention Investments operating budget.

The funds recommended to be accessed from the FCSS Stabilization Reserve will have no impact on the current or future operating budget. Information on how the funds from the reserve were utilised will be contained in the FCSS Annual Report for 2017.

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

The recommendations in this report will have no current or future capital budget impacts.

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### Risk Assessment

If funding is not available for preventive programs and initiatives in social services and crime prevention, it is likely that more expensive interventions, protection and security will be needed in the future. It is anticipated that the poor economy and high unemployment rate will continue to take their toll on families and individuals, making preventive social services and crime prevention initiatives more vital than ever. The need for sustained growth and a funding formula that indexes FCSS funding to inflation was highlighted in a recent letter from Mayor Nenshi to the Minister of Human Services. A full copy of the letter is included as Attachment 4.

Organizations that serve vulnerable populations expect to experience increased demand for assistance, and risk not being able to meet the needs. To mitigate this risk, the CN Prevention Investments team meets regularly with organizations to ensure services and initiatives are on track and being delivered as contracted for maximum effect. In addition, the team works with other funding bodies to plan together to identify and fill gaps.

There is a risk that existing funding commitments exclude other programs that could also advance prevention priorities. To mitigate this risk, CN calls for funding proposals in areas that need attention. In 2016, with additional provincial funding, CN was able to call for proposals in all the priority areas of the Social Sustainability Framework and of CPIP. In addition, FCSS and CPIP have robust review processes that allow for ending of funding if programs or initiatives no longer provide the best possible approaches to meet the funding priorities. Administration works closely with partner organizations, bolstering their strength and capacity so that they are able to meet the challenges of a changing environment.

In the case of FCSS, multi-year, renewable funding provides stability to the sector. In the crime prevention context, five organizations funded for initiatives in 2016 will no longer receive CPIP funding in 2017. Some of these will continue to receive City funding through mill rate funds. All of them have reached a level of sustainability that ensures they will continue.

The two prevention streams fund some programs for a limited term – one or two years for FCSS programs with conditional funding and one year at a time for CPIP projects. With the short time frame, organizations risk not having time to develop long-term strategic plans to sustain their work. To mitigate this risk, Administration assists these organizations to align with funding frameworks and follow best practices so they can be eligible for continued financial support.

If one-time funding is not available from the FCSS Stabilization Reserve, there is a risk that organizations will not have timely assistance to plan strategically, design effective, evidence-based programs and respond quickly to emerging issues. Given the current economic downturn, it is important to have access to the Reserve funds to respond to issues as they arise in the community. Should Reserve funds not be available Administration would work closely with other funders, such as United Way, government departments and foundations, to leverage and secure additional sources of support.

### REASONS FOR RECOMMENDATIONS:

The Family and Community Support Services and Crime Prevention Investment Plan programs have both demonstrated the vital role prevention plays in supporting vulnerable Calgarians and



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making the city a more vibrant and safe for all. The FCSS multi-year reviews and the CPIP call for funding proposals were both robust processes that included thorough organizational and program assessments. Administration is confident that Council's approval of the recommended FCSS and CPIP allocations will ensure that the strongest programs and initiatives will provide Calgarians with essential supports.

The FCSS program has demonstrated its success in increasing social inclusion and strengthening neighbourhoods. The sustained economic downturn has highlighted the need of preventive social services to support people before they fall into crisis. Council's approval of the recommended FCSS allocations will go a long way in preventing serious social problems. CPIP has fostered the development of crime prevention strategies and strong community partnerships. Council's approval of the recommended allocations for the 2017 CPIP initiatives will enable the identified organizations to deliver a variety of crime prevention initiatives that address crime and safety issues in Calgary.

Access to the FCSS Stabilization Reserve Fund for one-time capacity building grants will enable organizations to improve their effectiveness, respond judiciously to emerging issues, and ultimately to improve their ability to address the Social Sustainability Framework priorities.

### **ATTACHMENTS**

1. 2017-2019 FCSS Program Funding Recommendations
2. CPIP Funding Recommendations for 2017
3. Details of Previous Council Direction/Policy
4. Letter to Minister of Human Services