



AIRDRIE FCSS FUNDING MODEL

May 25, 2022



CONTENTS

1 INTRODUCTION AND PURPOSE	5
.....	
2 STRATEGIC ALIGNMENT	10
.....	
3 PRIORITY AREAS AND STRATEGIES	11
.....	
4 PREVENTION APPROACH	15
.....	
5 ELIGIBILITY	18
.....	
6 ASSESSMENT	19
.....	
7 REPORTING EXPECTATIONS	20
.....	
APPENDICES	21



1 | INTRODUCTION AND PURPOSE

FCSS IN AIRDRIE

Airdrie FCSS is an 80/20 funding partnership between the Government of Alberta (the Province) and the City of Airdrie (the City). FCSS is designed to provide preventive social programs in the community. Airdrie FCSS is governed by the *FCSS Act* and Regulation - the 80% grant portion from the Province and the City's 20% portion contribution to support preventative social programming. An important aspect of this partnership is the Province's recognition that the municipality has a key role in identifying and addressing needs based on local context and research. The Government of Alberta and the City of Airdrie share the costs of the program—the Province contributes 80 percent of the program cost and the City covers a minimum of 20 percent. The City of Airdrie uses much of its provincial funding to partner with community social service providers to offer preventive social programs. Through the effective allocation of resources FCSS contributes to and sustains positive quality of life - which is linked to economic potential and sustainability.

Airdrie continues to be one of the fastest-growing communities in Alberta and Canada over the past five years. (*City of Airdrie 2021*) With the continuing growth of Airdrie, the social needs of the city will change. In response to these changes, Airdrie FCSS has developed

a new funding model to support funding decisions made in 2022 and beyond. Airdrie FCSS embarked on the process of developing a new funding model after recognizing the need to define and focus its investment areas. A funding model allows Airdrie FCSS to unite the impact of multiple initiatives under one framework, create a shared language and measures for understanding positive change, and strategically focus resources for strong prevention outcomes. With too broad a focus in a city with growing needs, Airdrie FCSS recognized it risked having a diffuse set of investments where higher-level impacts became increasingly difficult to measure. This made-in-Airdrie FCSS funding model will guide FCSS allocations in supporting local prevention programs which contribute to creating healthy individuals, families, and community.

BUILDING SECTOR STRENGTH

While most of its funding is allocated to preventive social programs, Airdrie FCSS also recognizes the strategic importance of maintaining a strong and effective social sector. For Airdrie FCSS this means:

- Providing capacity-building support to funded agencies
- Promoting cooperation, partnerships and multi-partner collaboratives that develop and advance preventive approaches to social issues
- Coordinating, compiling and sharing sector-level information on community needs and services

PARTNERSHIP PRINCIPLES

Airdrie FCSS' investment practice is defined by the building of strong, lasting relationships with agency partners that enhance the sector's work.

- Partnership – Airdrie FCSS values agencies as partners and recognizes their critical role as the holders of expertise, community knowledge and advocates for sector needs. As mentioned above, FCSS also

believes that strong partnerships between different agencies lead to successful outcomes for the whole community.

- Accountability – Airdrie FCSS believes that mutual accountability is an important element of a strong partnership and is committed to being accountable to its partners and stakeholders for its decisions and actions.
- Sharing Resources – Beyond making financial investments, Airdrie FCSS operates on the principle of sharing resources wherever possible and practical. This has taken the form of shared expertise and research, as well as information and connections to other resources.



FUNDING MODEL PURPOSE

An FCSS funding model would assist FCSS-funded agencies in developing prevention programs by providing formalized guidelines for funding applications along the prevention continuum.

Specifically, the purpose of the Airdrie FCSS funding model is to provide the following:



- **IMPROVED ALIGNMENT AND IMPACT** - The funding model will clarify Airdrie FCSS' funding focus and priorities to help align investments so that FCSS resources have the maximum desired impact.



- **ENHANCE PREVENTION FOCUS** - The Social Framework Policy and the Provincial FCSS Funding Framework will assist Administration to set out general prevention priorities. This project will unify prevention definitions, best practices, principles, priorities, and criteria for the allocation of FCSS funding. The FCSS Funding Model will create clarity for agencies including best practices for agencies to implement.



- **IMPROVED INVESTMENT PROCESSES** - Strengthen guidelines and tools for FCSS funding applications and assessment and improve Administration's program review processes to ensure alignment and impact of FCSS funded programs.

2 | STRATEGIC ALIGNMENT

CITY OF AIRDRIE SOCIAL POLICY

FCSS Airdrie aligns with the City of Airdrie Social Policy (Appendix B) which states that:

“The strength of a community rests, in part on the Social Well-Being of its residents. Social Well-Being depends on a diverse, inclusive, connected, equitable and proactive community.”

PROVINCIAL ALIGNMENT

Airdrie FCSS is in alignment with The Province of Alberta FCSS **Regulation** which stipulates that:

“Services provided under a program must...be of a preventive nature that enhances the **Social Well-Being** of individuals and families through promotion or intervention strategies provided at the earliest opportunity”.

Thus, underpinning the work of FCSS Airdrie is the concept of Social Well-Being – which is defined as a state of positive social relationships in a community. This state is characterized by social acceptance (a willingness to respect difference in others), social contribution (a desire to give back to society), social inclusion (a sense of belonging), social support (close relationships with others), and social capital (the means, knowledge, and relationships required to access resources).

CITY OF AIRDRIE COUNCIL'S FOCUS AREAS

FCSS Airdrie's work also sits within the City of Airdrie Council's focus area of "Caring Community". The seven **focus areas** for 2023-2026 guide Council's decision-making and provide direction for FCSS on where to focus its efforts and resources. The "Caring Community" focus area prioritizes a sense of belonging for all Airdrie residents, supports and resources for the socially vulnerable, and an inclusive community for all to live with dignity, value and purpose.



3 | PRIORITY AREAS AND STRATEGIES

FCSS Airdrie aims to promote Social Well-Being by focusing its prevention work in three priority areas listed below:

- Social Inclusion for Socially Vulnerable Populations
- Positive Child and Youth Development &
- Capacity to Meet Needs

Identifying priority areas and creating impact statements allows FCSS Airdrie to be clear about the results it wants to create in the community. The priority areas and accompanying impact statements outline *what* FCSS Airdrie would like to achieve, while the priority strategies clarify how those results can be achieved.

PRIORITY AREA 1: SOCIAL INCLUSION FOR SOCIALLY VULNERABLE POPULATIONS

Impact Statement: Vulnerable populations have the information, support, services and opportunities they need to feel a sense of belonging in their community

Priority Strategies for Social Inclusion

- **Systems Navigation:** Provide information and supports that allow socially vulnerable groups to navigate the service system
- **Social Acceptance:** Provide opportunities for community members to understand and promote diversity, equity and inclusion in the community
- **Community Participation and Social Contribution:** Provide opportunities for groups at risk of social isolation to contribute to and participate in community

PRIORITY AREA 2: POSITIVE CHILD AND YOUTH DEVELOPMENT

Impact Statement: Children and Youth have developmentally appropriate social and emotional skills

Priority Strategies for Positive Child and Youth Development

- **Social-Emotional Learning Programs:** Provide access to development and social-emotional learning programs for children and youth (including mentoring)
- **Caregiver Knowledge and Skill Building:** Provide access to caregiver skill building, family cohesion and natural supports building programs
- **Critical Hours Programming:** Provide access to critical hours programming for children and youth
- **Youth Community Participation and Social Contribution:** Provide opportunities for youth to contribute to and participate in the community (including youth volunteering and other forms of civic participation)



PRIORITY AREA 3: CAPACITY TO MEET NEEDS

Impact Statement: Individuals and families build the capacity, skills and resiliency to meet their own needs

Priority Strategies for Capacity to Meet Needs

- Positive Mental Health Supports: Provide accessible mental health preventive supports to community members
- Youth Skill Building and Supports for Transitions - Provide access to youth programs that support transitions to adulthood

For further information on Airdrie FCSS priority areas, strategies and relevant practices, please read the three accompanying **synthesis documents for each priority area** identified above (Social Inclusion, Positive Child and Youth Development, Capacity to Meet Needs).

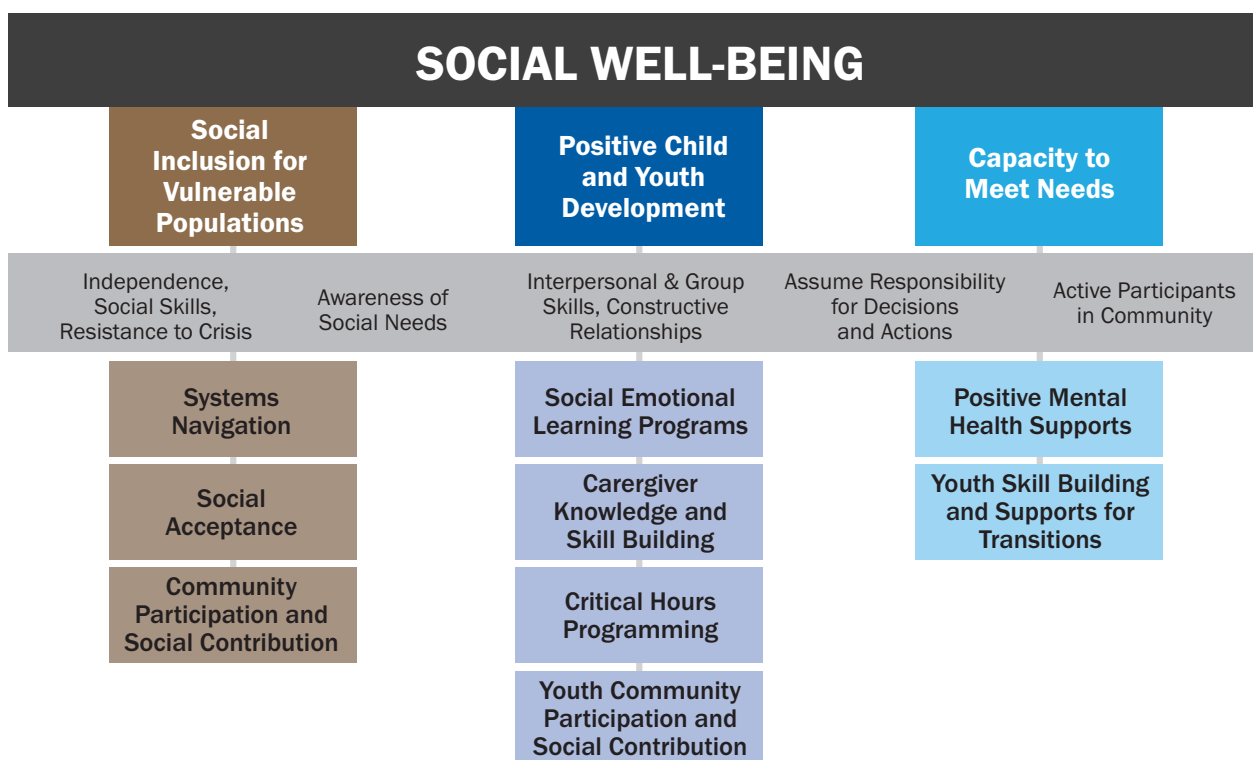


Figure 1: Priority Areas and Strategies

PRIORITY POPULATIONS

The following priority populations were identified during community consultations with FCSS partner agencies and community stakeholders. Feedback from agencies and stakeholders suggests that the groups listed below would be at greater risk of social vulnerability given the current social and economic conditions in Airdrie.

- Children/Families with Children
- Indigenous People
- Individuals with Disabilities or Requiring Specialized Supports
- Individuals at Risk of Domestic Violence
- Low-Income Families or Individuals
- Newcomers to Canada
- Seniors
- Youth

4 | PREVENTION APPROACH

Prevention occurs by strengthening resiliency through identifying and enhancing individual, family and community assets. Prevention involves enhancing the strengths, skills, and abilities of individuals, families and the community so they are more resilient and better able to deal with stresses or challenges that may result in future problems.

PREVENTION TYPOLOGY

Social services seeking to understand where their programs land on the continuum of care may find it useful to apply the Institute of Medicine's (IOM) prevention typology¹. This classification system categorises prevention-focused interventions as Universal, Selective or Indicated. Figure 2² indicates where prevention work falls on the spectrum of intervention.

¹Institute of Medicine (US) Committee on Prevention of Mental Disorders; Mrazek PJ, Haggerty RJ, editors. Reducing Risks for Mental Disorders: Frontiers for Preventive Intervention Research. Washington (DC): National Academies Press (US); 1994. 2, New Directions in Definitions. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK236318/>

²Toumbourou, J., Hartman, D., Field, K., Jeffery, R., Brady, J., Heaton, A., Ghayour-Minaie, M., & Heerde, J. (2017). Strengthening prevention and early intervention services for families into the future. Deakin University and FRSA.

Universal prevention – is intended to delay or prevent the onset of a problem, targets the entire population, assuming all share the same general risk and does not assess individual risk

Selective prevention – is intended to delay or prevent the onset of a problem, however it does so by targeting a subgroup identified as having several characteristics that will significantly increase the subgroup's risk of problems. Selective prevention programs address specific subgroup risk factors.

Indicated prevention – slows or stops the progression of problems by targeting high-risk individuals who are identified as having minimal but detectable signs or symptoms.

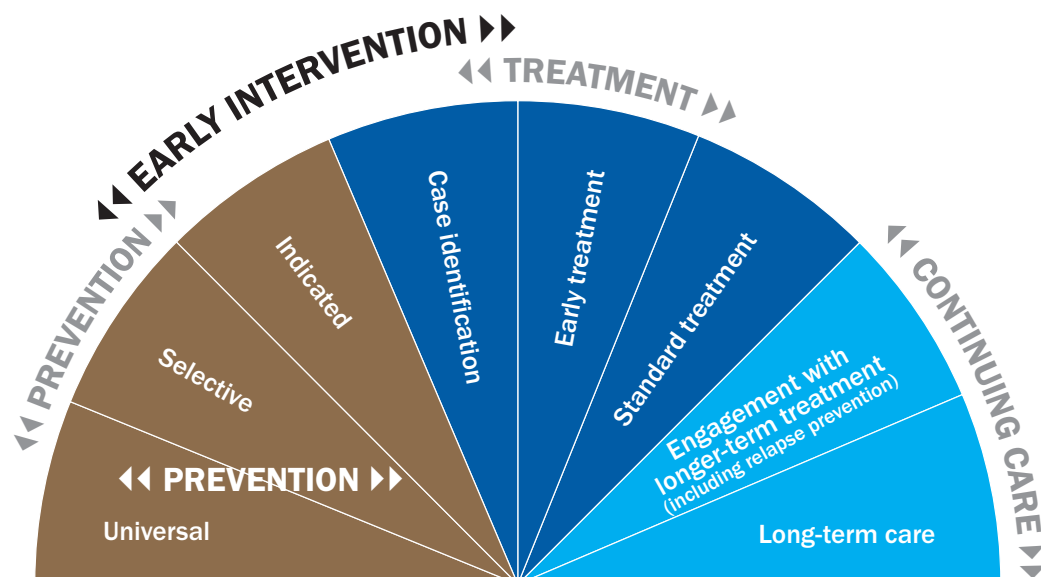


Figure 2: Spectrum of Intervention

Airdrie FCSS' prevention approach recognizes the importance of **all three types of prevention work**. Across the three categories, interventions are intended to prevent issues rather than respond to existing problems, and individuals show no or minimal signs or symptoms associated with the problem.

ELIGIBLE ACTIVITIES

Five cross-cutting preventive activities are central to the operationalization of Airdrie FCSS' prevention approach. Airdrie FCSS considers it essential that one or more of these activities form a core aspect of FCSS preventive programs.

1. Help people to develop independence, strengthen coping skills and become more resistant to crisis;
2. Help people to develop an awareness of social needs;
3. Help people to develop interpersonal and group skills which enhance constructive relationships;
4. Help people and communities to assume responsibility for decisions and actions which affect them;
5. Provide supports that help sustain people as active participants in the community

ELIGIBILITY

ELIGIBILITY REQUIREMENTS

- Agency is a registered non-profit society or has a non-profit fiscal agent
- Program provides service mostly to Airdrie residents
- Program is eligible for funding under the FCSS Regulation (does one or more of the eligible activities – see Prevention Approach: Eligible Activities)

INELIGIBLE INITIATIVES

FCSS funding cannot be used for programs and services that:

- are only focused on an individual's leisure or recreational needs
- provide an individual or family with basic living supports such as money, food, clothing or shelter
- are only focused on rehabilitation
- duplicate services that are ordinarily provided by a government or government agency



6 | ASSESSMENT

ASSESSMENT CRITERIA

- **Alignment with Priority Areas and Strategies**

Program outcomes and activities will be reviewed to determine how well they align under Airdrie FCSS' Priority Areas and Strategies.

- **Alignment with Airdrie FCSS' Prevention Approach**

Program participant characteristics and program design will be reviewed to ensure that they fit with the definitions of either universal, selective, or indicated prevention

- **Strength of Program Design**

The program theory of change will be reviewed to ensure it is clear, has an evidence-based rationale and needs statement, and logically connects activities and processes to program goals

- **Budget**

The budget should be clear, outline reasonable program and administrative costs, and should reflect the priorities of the program

- **Organizational Capacity**

The assessment will consider aspects such as board and leadership capacity, financial sustainability, partnerships and sector leadership

7 | REPORTING EXPECTATIONS

As part of the agreement between the Province and municipalities, Airdrie FCSS must collect and report data from all of the programs it funds. Partner Agencies are expected to provide the following types of information: program updates and outputs, financial reporting and progress on program outcomes. As per their service contract, funded programs are required to **provide mid-year** and **end of year** reporting. Further reporting information is outlined in the Report Guidelines, and the Service Contract for funded agencies.



APPENDIX A: DEFINITIONS

Social Program - A program that supports individuals, families, or communities in achieving Social Well-Being, and prevents the development of social problems at the earliest opportunity.

Prevention - Prevention occurs by strengthening resiliency through identifying and enhancing individual, family and community assets. Prevention involves enhancing the strengths, skills, and abilities of individuals, families and the community so they are more resilient and better able to deal with stresses or challenges that may result in future problems. (FCSS Outcomes Model, 2012)

Social Well-Being - A state of positive social relationships in a community. This state is characterized by social acceptance (a willingness to respect differences in others), social contribution (a desire to give back to society), social inclusion (a sense of belonging), social support (close relationships with others), and social capital (the means, knowledge, and relationships required to access resources).

Social Policy Principles - The City of Airdrie will follow the Social Well-Being principles in its governance and service delivery. These principles are:

Diversity and Inclusion - A strong community supports and encourages diversity. People of every age, gender, sex, sexual orientation, ethnicity, culture, race, physical and mental ability, income, education and religion are included, valued, and empowered.

Connectedness - A community thrives when residents feel a sense of belonging and participate in social and civic life.

Equitable Access to Quality Services - A resilient community depends on universal access to quality public services, which is vital to a high standard of living among residents.

Proactivity - A vibrant community is prepared for the future and prevents social problems at the earliest opportunity. Proactive communities are socially, environmentally and economically sustainable.

Social Well-Being will be taken into account in decision-making processes.

APPENDIX B:

CITY OF AIRDRIE SOCIAL POLICY

PURPOSE:

The City of Airdrie (“City”) believes that the strength of a community rests, in part, on the Social Well-Being of its residents. Social Well-Being depends on a diverse, inclusive, connected, equitable and proactive community.

The purpose of this Policy is to establish a set of guiding principles and roles to facilitate the development of Social Well-Being in Airdrie and build a socially sustainable community.

SCOPE:

This policy applies to City Council, City Council’s Advisory Boards and Commissions, and Administration.

DEFINITIONS:

Social Well-Being: A state of positive social relationships in a community. This state is characterized by social acceptance (a willingness to respect differences in others), social contribution (a desire to give back to society), social inclusion (a sense of belonging), social support (close relationships with others), and social capital (the means, knowledge, and relationships required to access resources).

POLICY:

The City of Airdrie will follow the Social Well-Being principles in its governance and service delivery. These principles are:

Diversity and Inclusion: A strong community supports and encourages diversity. People of every age, gender, sex, sexual orientation, ethnicity, culture, race, physical and mental ability, income, education and religion are included, valued, and empowered.

Connectedness: A community thrives when residents feel a sense of belonging and participate in social and civic life.

Equitable Access to Quality Services: A resilient community depends on universal access to quality public services, which is vital to a high standard of living among residents.

Proactivity: A vibrant community is prepared for the future and prevents social problems at the earliest opportunity. Proactive communities are socially, environmentally and economically sustainable.

The City of Airdrie commits to strengthening Social Well-Being in Airdrie.

City Council will: a) take into account Social Well-Being in its decision-making processes; b) consider the recommendations of its Advisory Boards and Commissions on matters relating to Social Well-Being; and c) advocate to other governments, and within the community, for policies and actions that support Social Well-Being.

City Council's Advisory Boards and Commissions will: a) consider the principles within the Social Policy when making their recommendations to City Council.

Administration will:

- a) make recommendations to City Council's Advisory Boards and Commissions on matters relating to Social Well-Being.
- b) measure and report to City Council on the state of Social Well-Being in Airdrie; and c) review the Social Policy and make recommendations to City Council on Policy amendments as necessary.