



Program Guide 2023

# EDMONTON FCSS

**FCSS**

Family & Community  
Support Services

**Edmonton**

# TABLE OF CONTENTS

## **1 | FCSS STRATEGIC ALIGNMENT**

Purpose

Process

Timeline and Key Learnings

Alignment with City of Edmonton Council-approved Principles

Alignment with Social Development Branch Priorities

## **3 | FCSS OVERVIEW**

Edmonton FCSS

Program Priorities

Social Infrastructure Priorities

Intersectionality: A key consideration in prevention

COVID-19, Social Inclusion, and Equity

## **10 | 2023 – 2025 FUNDING PROCESS**

Assessment Process

Principles

Priorities

Criteria

Appeal Process

## **14 | APPENDICES**

Glossary of Terms

# FCSS STRATEGIC ALIGNMENT

## PURPOSE

Edmonton Family & Community Support Services (FCSS) initiated a strategic alignment in fall 2019. This process was intended to strengthen the program by:

- Clarifying the definition of prevention;
- Identifying clear priorities, expectations and **outcomes** for the funding program;
- Clearly describing the FCSS Program Theory of Change;
- Aligning with the City of Edmonton's goals and priorities, including the Social Development Branch and Provincial FCSS program expectations;
- Developing a transparent and stronger grant assessment process; and
- Opening the application process to all community organizations providing preventive social services.

## PROCESS

FCSS engaged with community agencies, community funders, internal partners, Community Services Advisory Board, FCSS Committee, and the Province of Alberta. Key learnings were tracked throughout the process, informing or being incorporated into the final result.

We want to acknowledge Edmonton Social Planning Council and MAPS Alberta for their contributions to the research that helped inform the priorities.

Process research included an initial research brief, literature review, and specific snapshots on identified program priorities. The project also used existing community based research, outcomes data and trends, and issues identified through a wide variety of sources—including data and research on the impacts of COVID-19.

The FCSS Committee influenced the work and recommended to the Community Services Advisory Board the direction they feel will be most impactful in the community.

## **ALIGNMENT WITH CITY OF EDMONTON STRATEGIC PLANS**

The 2023 Edmonton FCSS Program aligns with two City strategic documents:

- **CONNECT(ED)MONTON** – Edmonton's Strategic Plan 2019 – 2028
- **CONNECTED**: We create as a community to connect people to what matters to them. We care about the impact of our actions on our social, economic, cultural, spiritual and environmental systems. We serve those here today and those who come after us.
- **Healthy City Goal**: Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians.

Edmonton City Plan Values:

- 1.** I want to **BELONG** and contribute
- 2.** I want to **LIVE** in a place that feels like home
- 3.** I want opportunities to **THRIVE**

## **ALIGNMENT WITH SOCIAL DEVELOPMENT BRANCH PRIORITIES**

The City of Edmonton's Social Development Branch focuses on six program priorities:

- 1.** Reducing poverty and social inequality
- 2.** Increasing the supply of affordable housing
- 3.** Ending homelessness
- 4.** Advancing reconciliation
- 5.** Creating safe and healthy communities
- 6.** Investing in preventive social services

While these priorities are distinct areas of work, they are all connected. The role of preventive programming in each of these areas has been considered in the development of the FCSS program priorities. Effective prevention work can support reconciliation, cultural connectedness, safe and healthy communities and, as part of a broader system of supports, can address issues that lead to poverty, social inequality, and homelessness.

# FCSS OVERVIEW

FCSS is a joint municipal–provincial funding program designed to establish, administer, and operate preventive social services. The program emphasizes prevention, volunteerism, and local oversight. It is governed by the [Family & Community Support Services Act and Regulation](#), with the City of Edmonton being involved since the beginning in 1966.

An important part of this partnership is the Government of Alberta's recognition of the municipality's role in identifying and addressing the needs based on the local context and research. The Government of Alberta and City of Edmonton 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 Edmonton uses the majority of their provincial funding to partner with community social service providers to offer preventive programming.

***Social well-being is defined as a state of living where people experience acceptance, appreciation, connection, contribution and compatibility within themselves and in a reciprocal relationship with others.***

## EDMONTON FCSS

Edmonton FCSS's purpose is to enhance the social well-being of individuals, families, and community through prevention. FCSS provides supports designed to help people gain a level of balance that prevents them from falling into unhealthy patterns of behaviour and relationships, or to regain well-being as problems start to emerge.

The overarching priority for Edmonton FCSS is to increase [social inclusion](#) and equity by funding preventive programs and services, community development initiatives, and social infrastructure.

Social inclusion, a key element of social well-being, is the creation of an environment in which all individuals feel like they belong and are valued for their unique perspectives and skills.

Equity is fair treatment, access, opportunity and advancement for everyone, while at the same time striving to identify and eliminate barriers that prevent the full participation of any group. Equity is different from equality, which focuses on treating everyone the same way. In contrast, equity recognizes that people have different needs and experience different barriers. Addressing equity at the systemic level can result in eliminating some of the need for individual supports by removing barriers for everyone.

**Prevention** is a proactive process that strengthens the protective factors of individuals, families, and communities to promote well-being, reduce vulnerabilities, enhance quality of life, and empower them to meet the challenges of life.

**Primary prevention** is the active pursuit of individual, family and community protective factors that lead to the well-being of self and others.

**Secondary prevention** occurs when these protective factors address or modify risk factors before restorative supports are required.

## THEORY OF CHANGE

By providing funding for preventive programs, services, and community development initiatives, Edmonton FCSS will strengthen relationships and connections, which creates:

- 1. Resilient Individuals & Thriving Families** who are able to bounce forward from challenges and stress. Together they learn and develop the capacity to support the physical, social, psychological, emotional, and spiritual (cultural) development of children, youth, adults or seniors.
- 2. Welcoming and Engaged Communities** that are equitable, diverse and inclusive. Community members are active, connected and supported in achieving their goals. These communities support strong relationships and connections, where all people can thrive and contribute. They can be geographic or interest-based.
- 3. Social Infrastructure** ensures individuals, organizations, and the broader civil society working within have the knowledge, skills, and attitudes required to provide a coordinated, collaborative, and connected web of support. It facilitates policy and systems change, in particular to support equity.

Accessible resources that develop and maintain **protective factors** (for instance, parenting programs) help individuals, families, and communities build resiliency. They also help “push back” against **risk factors** (such as isolation or early childhood trauma) that increase vulnerability. The result is a benefit to the whole community—enhancing the social well-being of individuals, families, and communities.

## INCREASING SOCIAL INCLUSION & EQUITY THROUGH:

**Preventive  
Programs &  
Services**

**Community  
Development  
Initiatives**

**Social  
Infrastructure**

## TO STRENGTHEN RELATIONSHIPS & CONNECTIONS FOR:



### **Resilient Individuals & Thriving Families**

Are able to "bounce forward" from challenges and stress, and support each other holistically.



### **Welcoming & Engaged Communities**

Are equitable, diverse and inclusive; they support strong relationships and connections.



### **A Strong Sector**

Ensures individuals, organizations, and broader civil society have the knowledge, skills, and attitudes required to provide a coordinated, collaborative and connected web of support, also able to facilitate policy and systems change.

**RESULTING IN ENHANCED SOCIAL WELL-BEING  
OF INDIVIDUALS, FAMILIES & COMMUNITIES**

## FCSS PROGRAM PRIORITIES

### Healthy Social Emotional Development

Social Emotional Development is foundational to child development and education—the approach by which children gain skills and knowledge to develop identity, manage emotions, build relationships, and make responsible decisions later in life (CASEL, 2020; CDCHU, 2016).

#### Outcomes to achieve:

- Children and youth have improved social emotional developmental skills.
    - *Indicator: Participants demonstrate developmentally appropriate skills in one or more of the following areas: personal/social skills, communication skills, problem solving skills, or coping skills.*
  - Caregivers have the tools and skills to support healthy social emotional development in their children.
    - *Indicator: Caregivers identify strategies to apply in one or more of the following areas: providing a nurturing environment, helping their children develop age-appropriate skills, providing positive feedback to children, addressing children's behaviour challenges, setting boundaries, or transferring traditional knowledge or skills.*
- 

### Positive Mental Health

Positive mental health is the capacity of individuals to feel, think, and act in ways that enhance their ability to enjoy life and face challenges. “It is a positive sense of emotional and spiritual well-being that respects the importance of culture, equity, social justice, interconnections and personal dignity” (PHAC, 2014).

#### Outcomes to achieve:

- Participants have improved skills to develop and maintain positive mental health.
  - *Indicator: Participants demonstrate characteristics likely to help them maintain positive mental health (e.g., resiliency, optimism, positive self-esteem, and/or sense of meaning/purpose).*
- Participants access resources to address their specific mental health needs.
  - *Indicator: Participants access mental health resources that are culturally and/or socially responsive (e.g., mental health resources for LGBTQ2S+, Indigenous, and/or newcomer persons).*
- Participants have improved networks of social support.
  - *Indicator: Participants report having sources of personal, cultural, community, or professional support.*



## Healthy Relationships

Healthy relationships are formed through positive and trusting interactions. They are based on “respect, trust, support, accountability, honesty, responsibility, conflict resolution, fairness and non-threatening behaviour” (Government of Alberta, 2019).

### Outcomes to achieve:

- Participants have improved skills to develop and maintain healthy relationships.
    - *Indicator: Participants demonstrate skills likely to help them maintain healthy relationships (e.g., conflict resolution, problem solving, healthy communication, decision making).*
  - Participants have improved networks of social support.
    - *Indicator: Participants report that they feel safe (physically, emotionally, financially) with people in their lives.*
- 

## Poverty Reduction and Homelessness Prevention

There are deep-rooted structural causes of poverty and homelessness. People tend to “experience poverty when they lack, or are denied, economic, social and cultural resources to fully and meaningfully participate in the community” (Ngo & Kolkman, 2019b). Poverty reduction and homelessness prevention involve implementing policies, practices, and programs that support full and meaningful participation by addressing individual situational factors and structural or systemic factors (Gaetz & DeJ, 6, Canadian Observatory on Homelessness, 2021).

### Outcomes to achieve:

- Participants have improved skills to address identified issues.
  - *Indicator: Participants demonstrate skills in money management/financial literacy (e.g. knowledge related to budgeting, asset building, financial literacy, government benefits and subsidies, savings, decreasing debt).*
- Participants access community resources that meet their needs.
  - *Indicator: Participants access resources that promote financial stability (e.g., employment opportunities, career counselling, financial literacy training, accessing benefits and/or subsidies).*

## STRONG SECTOR PRIORITIES

Within Edmonton, the not-for-profit sector is critical to creating an integrated and connected web of support made up of individuals and organizations that have the knowledge, skills, and attitudes required for success. This system must be a connected one, harnessing the strengths and skills of others to provide the best possible services for those we serve. The more we focus on the strength of the sector, the more we build capacity to better address community needs.

### Outcomes to achieve:

- Enhanced collaborative efforts.
  - *Indicator: Participants of the collaborative report that they are better able to meet community needs due to working together.*
- More effective community organizations.
  - *Indicator: Organizations report resources (e.g., training, research, tools and templates) have strengthened organizational capacity (e.g., inclusive program delivery, board and financial governance, succession planning, evaluation support).*

## INTERSECTIONALITY: A KEY CONSIDERATION IN PREVENTION

While FCSS programs and services are available to all Edmontonians, FCSS-funded programs must be particularly mindful of **intersectionality** – considering the many identities of participants – when designing programs, so that they are inclusive of **equity-seeking groups**.

Some communities and individuals affected by multiple risk factors, including intergenerational trauma, systemic racism, persistent poverty, or displacement, may seem to be ineligible to access preventive programs. Yet, given Edmonton FCSS's focus on equity and inclusion, these populations with such risk factors (sometimes referred to as equity-seeking) are of primary importance to this program.

Of course FCSS-funded programs must be distinctly preventive, not intervention-focused, but promoting protective factors such as resilience or parenting skills and mitigating risk factors such as early childhood trauma or social isolation can benefit anyone.

### Impacts of COVID-19

The COVID-19 pandemic has impacted all Edmontonians, and highlighted vulnerabilities in our communities. Existing inequities and challenges, such as low income or precarious work, mental health concerns, and isolation, have worsened. Some have faced more experiences of racism during the pandemic.

These and other effects of the pandemic, including risk of infection and mortality, have disproportionately impacted equity-seeking individuals and groups, with many employed in essential service jobs or sectors negatively impacted by the pandemic. People of colour and those living with disabilities were more likely to be living in poverty prior to the pandemic, and therefore have less buffer to absorb disruptions and income losses.

***Broad-reaching, preventive programs like those funded by FCSS can help support Edmontonians, as our city recovers from the pandemic's effects and impacts. Moving forward, these impacts must be taken into consideration when planning and administering preventive programs and services to those who need it most.***

# 2023 – 2025 FUNDING PROCESS

## For Programs & Services and Community Development Initiatives

Not-for-profit organizations offering preventive social service programs in one or more of the program priorities are invited to participate in the 2023 two-step funding process. A priority for Edmonton FCSS is funding organizations that demonstrate an ability to plan programs with an intersectional lens and/or that are [equity-led](#).

### The Funding Process

**Step 1:** Organizations submit an Expression of Interest, which will be assessed by Edmonton FCSS for overall organizational and program alignment to eligibility criteria and funding priorities. Following the assessment of the Expression of Interest, organizations meeting requirements will be invited to submit a detailed application for program funding.

**Step 2:** Invited organizations submit a detailed funding application. **Being invited to submit an application does not guarantee program funding.**

---

## ASSESSMENT

Applications are assessed based on the following principles, priorities, and criteria:

### Principles

**Accountability:** Programs and services that access public funding from Edmonton FCSS must report on the level of program outcomes achieved.

**Partnerships:** Edmonton FCSS embraces a collaborative spirit that enhances community well-being through relationships with other organizations and sectors.

**Significance:** Edmonton FCSS seeks to provide resources commensurate with intended outcome achievement.

**Stability:** Programs and services need consistency in funding to achieve their intended outcomes.

**Sharing Resources:** Programs and services are responsible for sharing their knowledge, insights, and results to help strengthen the sector.

## Priorities

**Alignment:** Strong connections between Edmonton FCSS and citizens, service providers, the City of Edmonton and the Province of Alberta ensure programs and services reflect ongoing and changing needs.

**Target Populations:** Understanding intersectionality, and the needs and strengths of program and service recipients, increases alignment with FCSS.

**Comprehensive Approach:** Understanding how preventive programming fits with other programs and services along the spectrum of support. By strengthening protective factors for individuals, families, and the community, FCSS can contribute to the complete range of prevention, intervention, and treatment options available.

**Program Design:** The design and delivery of programs and services exhibit:

- Accurate, intentional, and strong theoretical foundations that fit with Edmonton FCSS and City of Edmonton priorities (evidence-based);
- The right amount of support at the earliest opportunity consistent with the prevention mandate;
- Relevance, appropriateness, and sensitivity to social, cultural and developmental differences to address different learning needs;
- Open and welcoming environments for participation; and
- Methods of delivery, accessibility, and physical locations that reflect the needs of the target populations.

**Evaluation:** FCSS programs and services have clear and succinct outcomes that include measurements to determine level of achievement toward stated outcomes.

## Criteria

**Outcome Measures:** Programs and services demonstrate the ability to track and monitor outcomes, access the information to make adaptations, and effectively report on achievements.

**Financial Management:** Strong financial and accounting management, policies, procedures, and reporting exist within organizations.

**Program Delivery:** Organizations translate well-designed programs and services into actions that achieve intended results.

**Governance:** A leadership model is defined and exhibits strategic direction and control that effectively and democratically meets legislative requirements and organizational performance.

**Capability:** Demonstrated competence in financial management, governance, and accountability for program and organizational results through evaluation.

**Past Performance:** Programs and services are evaluated on their ability to demonstrate organizational learning, adaptation, and achievement of intended outcomes.

## INELIGIBLE FCSS PROGRAMS AND SERVICES

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 intervention/rehabilitation. This includes **tertiary prevention** which is defined as: Intensive interventions that provide support or treatment to those already affected by a problem or issue to address immediate needs and to reduce the impact of the issue after it has occurred. Tertiary prevention typically involves targeted or individualized activities for people or groups experiencing a specific problem.
  - Duplicate services provided by government or a government agency.
- 

## FOR STRONG SECTOR INITIATIVES

For Edmonton FCSS this means:

- Sector and multi-partner collaboratives to develop and advance preventive social services focused on the identified priorities.
- Integrated service coordination to provide more effective and responsive services to citizens.
- Evidence informed policy and systems change.
- Best practice and research to improve program delivery.
- Capacity building support to strength the work of the sector.

Applications for 2023 will be accepted at a later date, further information to come. Applications will be assessed on the same principles, priorities and criteria as the program, services and community development initiative streams.

## APPEAL PROCESS

Following the review of the Expressions of Interest received in Step 1 of the funding process, this section has been updated to reflect a change regarding appeals.

Organizations will be notified in writing of the status of their application with specific reasons for funding or not funding the program(s).

Even though a program may meet the criteria, it may not be funded or fully funded due to the number of programs being considered and the budget available. For this reason, there will not be an appeal process.

---

## REPORTING EXPECTATIONS

Annually, Edmonton FCSS funded programs and services must provide reporting.

This reporting includes:

- Audited Financial Statements (including the Auditor's Management Letter).
- A Schedule of Revenue and Expenses (due March 1 of each year using a City template).
- Outcomes Reporting, due at the end of January.
- Proof of \$2 million liability insurance with the City named as Additionally Insured.
- Copies of governance documents including: Most recent Bylaws, Annual Return, Annual Report, etc.
- Monitoring conversations with City staff.
- Others, as required.

# APPENDICES

## GLOSSARY OF TERMS

**Community Development** is the practice of building connections and capacity with people so they can work together on common issues and opportunities. ([https://www.edmonton.ca/programs\\_services/for\\_communities/community-development-in-neighbourhoods](https://www.edmonton.ca/programs_services/for_communities/community-development-in-neighbourhoods)).

**Equity-Led:** An equity-led organization includes **all** of the following:

- Equity seeking cultures central to daily operations.
- Equity seeking leadership at all levels – board, management, and staff.
- Programs developed with people with lived experience.
- Programs delivered by equity seeking people.
- Organization and program has legitimacy and profile with key beneficiaries, neighbourhoods and partners.

**Equity-seeking groups:** "are communities that face significant collective challenges to participating in society. This marginalization could be created by attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc. Equity-seeking groups are those that identify barriers to equal access, opportunities and resources due to disadvantage and discrimination, and actively seek social justice and reparation." ([https://www.edmonton.ca/sites/default/files/public-files/assets/PDF/ZoningBylawRenewal\\_GBA\\_Equity\\_Toolkit.pdf](https://www.edmonton.ca/sites/default/files/public-files/assets/PDF/ZoningBylawRenewal_GBA_Equity_Toolkit.pdf))

### EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.



**Homelessness Prevention** “refers to policies, practices, and interventions that reduce the likelihood that someone will experience homelessness” (Gaetz & DeJ, 6). Homelessness prevention initiatives “work to ensure people don't experience homelessness. It is made up of policies and strategies that impact homelessness at the structural and systemic levels, as well as early intervention practices that address individual and situational factors.” (Canadian Observatory on Homelessness, 2021)

**Impacts** are the larger goals we are working to achieve together.

**Intersectionality:**

Many people experience more than one form of discrimination (such as racism, sexism, ableism and classism). Coined by American academic Kimberlé Crenshaw, the term intersectionality recognizes how those multiple forms of discrimination combine and overlap in complex and cumulative ways, based on the many aspects of a person's identity (like gender, race, and sexual identity).

**Other resources on Intersectionality:**

[Intersectionality and Health Explained](#)

[Kimberlé Crenshaw The Urgency Of Intersectionality, TedWomen2016](#)

**Outcomes** are statements describing desirable changes for people, organizations, and communities.

**Poverty Reduction:** People tend to “experience poverty when they lack, or are denied, economic, social and cultural resources to fully and meaningfully participate in the community” (Ngo & Kolkman, 2019b). Poverty reduction is the implementation of policies and programs to reduce the occurrence of this type of exclusion.

**Prevention** is a proactive process that strengthens the protective factors of individuals, families, and communities to promote well-being, reduce vulnerabilities, enhance quality of life, and empower them to meet the challenges of life.

**Primary prevention** is the active pursuit of individual, family and community protective factors that lead to the well-being of self and others.

**Protective factors** are conditions or attributes of individuals, families, communities, and the larger society that mitigate or eliminate risk leading to enhanced well-being.

**Risk factors** are characteristics, conditions or behaviours that increase the likelihood of harm among individuals, families, communities, and the larger society.

**Secondary prevention** occurs when protective factors address or modify risk factors before restorative supports are required.

**Social inclusion** means creating an environment in which all individuals feel like they belong and are valued for their unique perspectives and skills; differences are considered opportunities for individual and organizational growth; and everyone has equal access to opportunities and resources that can contribute fully to our city's success.

**Social infrastructure** is the set of organizational arrangements and investments in society's systems, relationships, and structures that enable society to create a more resilient, just, equitable, and sustainable world. It includes social, economic, environmental and cultural assets. ([McConnell Foundation](#), 2021)

**Social well-being** is a state of living where people experience acceptance, appreciation, connection, contribution, and compatibility within themselves and in a reciprocal relationship with others.

**Tertiary prevention** which is defined as: Intensive interventions that provide support or treatment to those already affected by a problem or issue to address immediate needs and to reduce the impact of the issue after it has occurred. Tertiary prevention typically involves targeted or individualized activities for people or groups experiencing a specific problem.