



# **Family and Community Support Services Accountability Framework**





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## Introduction to the Accountability Framework

The Government of Alberta's Strategic Plan includes a commitment to ensuring Alberta's government is responsive, accessible and will pursue opportunities for reform to enable the delivery of cost-effective, sustainable, and client-centred services<sup>1</sup>. The Ministry of Seniors, Community and Social Services (Ministry) is committed to ensuring services are innovative, delivered in a fiscally responsible manner, and meet targeted outcomes that support Albertans<sup>2</sup>. Accountability is central to these commitments and is fundamental to good government. Accountability creates an environment that:

- provides risk management appropriate to the desired outcomes;
- promotes continuous improvement and builds capacity to achieve better performance;
- provides public assurance that money is being spent appropriately and value is being obtained; and
- ensures compliance and due process for equitable and fair treatment of individuals and organizations.

As a steward of public resources, the Government of Alberta is responsible for ensuring accountability within the provincial Family and Community Support Services (FCSS) Grant Program.

## The FCSS Accountability Framework

The FCSS Accountability Framework (Framework) builds on the strengths and the rich history of local FCSS programs that deliver services in communities across Alberta. The Framework reflects the collaboration between local FCSS programs, municipal associations, and the Government of Alberta who came together to develop the Framework with the intention of providing guidance for both the Ministry and local FCSS programs in designing and delivering preventive social services that fit Albertans' needs now and into the future.

The Framework will provide clarity about how FCSS supports are having an impact in the lives of Albertans. In this context, the Framework serves as a guide to both local FCSS programs and to the Ministry that administers the provincial FCSS Grant Program. Key elements of the Framework are:

- a common definition of prevention to guide both local FCSS programs as well as the provincial FCSS Grant Program;
- direction on provincial prevention priorities and strategies to help guide the work of local FCSS programs;
- a clear governance structure with roles and responsibilities for both the Government of Alberta and participating municipalities and Metis Settlements; and
- an outcomes model and key performance measures to demonstrate the impact and value of FCSS within communities as well as the collective impact to Albertans.

## FCSS Accountability Framework governance

The Government of Alberta provides direction, guidance and oversight for the provincial FCSS Grant Program including identifying provincial prevention priorities and funding allocation. The Government also ensures appropriate reporting and key performance measurement practices are in place to demonstrate accountability to Albertans for the grant funding. Participating municipalities and Metis Settlements are responsible for identifying local social priorities and needs that align with FCSS legislation, the Framework, and associated policies. They are also responsible for designing, delivering or funding services in their community. The Government of Alberta, participating municipalities and Metis Settlements, and other FCSS stakeholders work collaboratively to ensure the successful administration and management of the provincial FCSS Grant Program.

To ensure ongoing engagement and partnership and to strengthen the collaborative nature of the FCSS Grant Program, a permanent Steering Committee will be established. The Steering Committee will be co-chaired by a representative of the Family and Community Support Services Association of Alberta (FCSSAA) and a senior leader from the Ministry responsible for the FCSS Grant Program. The Steering Committee will include membership from relevant Government of Alberta departments as well as representatives from local FCSS programs, with consideration given to programs that serve different geographic areas and have different community needs (e.g.; children and youth, seniors, families). Representatives from Alberta Municipalities, the Rural Municipalities of Alberta and the Metis Settlements General Council will also participate on the Steering Committee. The Steering Committee will meet regularly. At meetings, stakeholders will discuss the FCSS Grant Program, identify issues and suggest program or policy changes. The Steering Committee is not meant to replace other venues for ongoing collaboration and coordination between local FCSS programs, FCSS stakeholders and the Ministry, such as the Directors' Network meetings, and the annual FCSSAA conference.

# The Family and Community Support Services Program

The provincial FCSS Grant Program is a partnership between the Government of Alberta and participating municipalities and Metis Settlements to design and deliver local preventive social services to improve the well-being of individuals, families and communities. Since its inception in 1966, the provincial FCSS Grant Program has become widely recognized across communities in Alberta as a cornerstone program providing local preventive social supports.

The FCSS program is made of up two key components: 1) provincial grant funding, and 2) the local contribution, both in financial resources and the time, talent and skills at the community level to deliver preventive social services. All municipalities and Metis Settlements are welcome to participate in the program. The grant program is based on an 80/20 funding partnership. The Government of Alberta contributes 80% of the funding for this program, while participating municipalities and Metis Settlements are required to match the remaining 20%. Many communities also contribute funding beyond their required contribution or seek additional funding from other sources to enhance their program offerings.

At the local level, a municipality or Metis Settlement council chooses whether to establish a program, and enters into an agreement with the province to jointly fund local programs. The participating municipality or Metis Settlement determines how FCSS funding is allocated based on local needs and provincial prevention priorities within the FCSS mandate. The types of programming offered in each community are reflective of the needs and circumstances of those communities. The provincial FCSS Grant Program is intentionally flexible to allow local FCSS programs to use a variety of preventive approaches in responding to social issues and building resilience. FCSS services enhance strengths, skills and abilities, build individual or community safeguards, and address protective and risk factors.

There is also flexibility within the provincial FCSS Grant Program to allow for a variety of delivery models at the community level. Some local FCSS programs deliver services themselves or fund other organizations to deliver services in their community, while others partner together to form multi-municipality programs that serve a broader geographic area. Local FCSS programs maximize and leverage community partnerships and connections, developing strong relationships within communities to address local social needs. Local FCSS programs also often work in partnership with other community organizations such as school boards, senior serving organizations, health services, and police services. Local FCSS programs also harness the power of civil society through a significant degree of volunteer involvement.

Programs offered through FCSS serve all ages and demographics and reach rural and remote communities. Typically, more than 300 municipalities and Metis Settlements provide FCSS services to Albertans through local FCSS programs each year. Programs serve over one million Albertans annually with almost all of the province's population having access to FCSS services where they live.

## FCSS mandate and authority

The provincial FCSS Grant Program receives its mandate from the *Family and Community Support Services Act* (FCSS Act) and the Family and Community Support Services Regulation (FCSS Regulation). The FCSS Act is the legal framework under which FCSS operates. The FCSS Regulation sets out the responsibilities and service requirements that a municipality or Metis Settlement must meet to be eligible for funding. The Act and Regulation also provide an overview of the reporting requirements for local FCSS programs, including annual financial audit requirements as well as broad requirements that local FCSS programs need to fulfil. Further direction to local FCSS programs can be found in Grant Program documents that are not part of the Framework (see Government of Alberta resources section).

The FCSS Regulation is clear about the types of services a local FCSS program can and cannot provide. It states that all services provided under a local FCSS 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”* [Section 2.1 (1)(a)].

The FCSS Regulation provides further direction that services provided under a local program must do one or more of the following [Section 2.1(1)(b)]:

- help people to develop independence, strengthen coping skills and become more resistant to crisis;
- help people to develop an awareness of social needs (e.g.; community needs assessments);
- help people to develop interpersonal and group skills which enhance constructive relationships among people;
- help people and communities to assume responsibility for decisions and actions which affect them; and
- provide supports that help sustain people as active participants in the community.

The FCSS Regulation also provides direction on the types of local programs and services that would typically be ineligible for FCSS funding. Types of activities that are not eligible for funding include those that provide primarily for recreational needs or leisure time pursuits; direct assistance (e.g.; money, food, clothing or shelter); those that are primarily rehabilitative in nature; and services ordinarily provided by a government or government agency. The FCSS Regulation allows for direct assistance including money, food, clothing or shelter during a public health emergency under the *Public Health Act* or under extenuating circumstances, as determined by the Minister.

### Roles and responsibilities within the FCSS Program

Prevention is a shared responsibility. Governments working on their own cannot solve social problems. Social change requires coordination and collaboration between government, civil society, and engaged Albertans. Alongside and supported by government, Albertans, communities and civil society organizations are instrumental in identifying and developing solutions to social problems and are critical to the functioning of the FCSS program.

While the program relies on support from civil society organizations and volunteers, the Government of Alberta and participating municipalities and Metis Settlements are the key partners in the provincial FCSS Grant Program. Each have unique responsibilities to ensure the successful delivery of prevention programming in communities. The FCSS Act and Regulation outline *legislated* responsibilities for the Government of Alberta and participating municipalities and Metis Settlements, while the following table provides further direction on key roles and responsibilities.

	Municipalities and Metis Settlements	Government of Alberta
<b>Roles</b>	<ul style="list-style-type: none"> <li>Set local priorities that align with identified community needs and provincial prevention priorities.</li> <li>Support individuals, families and communities across the lifespan through preventive social programs and services (primary and secondary prevention).</li> <li>Leverage local community capacity in design, delivery and coordination of preventive services.</li> </ul>	<ul style="list-style-type: none"> <li>Assess provincial-level social needs and set provincial prevention priorities.</li> <li>Provide guidance on provincial prevention priorities to support local FCSS programs in addressing local community needs.</li> <li>Collaborate and engage with FCSS stakeholders to strengthen community preventive services across the province.</li> </ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>Establish, administer and operate local FCSS programs.</li> <li>Design and deliver preventive social programs.</li> <li>Evaluate, monitor, and report.</li> </ul>	<ul style="list-style-type: none"> <li>Establish program mandate (FCSS Act and Regulation), provincial program budget, policy documents and direction.</li> <li>Establish funding allocation and agreements.</li> <li>Provide provincial oversight and guidance, including monitoring program effectiveness and achievement of outcomes.</li> </ul>

### Risk Management

Risk is the uncertainty around future events and their potential to affect the achievement of objectives and outcomes. Risk management looks to improve decision-making under uncertainty to maximize the benefits and minimize the costs. The FCSS Act, FCSS Regulation and funding agreements are the key tools used to mitigate and manage risk for the provincial FCSS Grant Program. Along with the Framework, these documents provide direction to participating municipalities and Metis Settlements about provincial priority setting based on key social issues, program requirements (including responsibilities of municipalities and Metis Settlements), service requirements, prohibited and allowable costs, reporting requirements, and payment schedules. Other supporting processes, documents, and components of the provincial FCSS Grant Program that help mitigate risk include annual financial and outcome reporting, local FCSS program reviews, policy documents, and program guides.

## FCSS and prevention

The provision of social services is broad and complex, involving a wide range of funders, administrators and stakeholders across governments, non-profit organizations and communities. Numerous provincial ministries, including Seniors, Community and Social Services, play a critical role in ensuring key services are delivered to support the mental, physical, emotional, spiritual, cultural, and social well-being of Albertans.

The FCSS Regulation states that all services provided by a local FCSS program must be of a preventive nature but there is no definition of prevention in the FCSS Act or Regulation. A common definition of prevention is important to guide both local FCSS programs as well as the provincial FCSS Grant Program.

Since FCSS was introduced in 1966, the core principle behind the program is to prevent social issues from worsening to the point of needing intervention requiring immediate, direct supports such as food, shelter or other supports to deal with an existing or imminent crisis. The working definition for both local FCSS programming and the provincial FCSS Grant Program includes taking a proactive approach and viewing prevention as a process rather than an event or an occurrence.

With this in mind, for the purposes of both local programs and the provincial FCSS Grant Program, prevention is defined as:

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

## FCSS and the prevention continuum

Prevention in the context of FCSS focuses on enhancing protective factors to improve well-being and prevent problems before they occur or at an early stage before they require crisis supports, which typically are part of tertiary prevention services. Thinking of prevention along a continuum, this means services and supports offered through local FCSS programs must focus on primary and secondary prevention. The provincial FCSS Grant Program's place on the prevention continuum is shown below:

FCSS services	Primary Prevention	<ul style="list-style-type: none"> <li>• Address root causes of social issues with focus on the general population or a specific population.</li> <li>• Promote protective factors in the physical and social environment (including social relationships).</li> <li>• Can include awareness programs, enhancing connections among community organizations and promoting community volunteerism.</li> </ul>
	Secondary Prevention	<ul style="list-style-type: none"> <li>• Address issues at an early stage for specific groups or at-risk populations.</li> <li>• Strengthen the capacity of individuals and communities to prevent or reduce risk factors and build resilience.</li> <li>• Can include connecting those in need with appropriate resources and skill development.</li> </ul>
Additional services permitted only during a public health emergency or extenuating circumstance, as determined by Minister	Tertiary Prevention	<ul style="list-style-type: none"> <li>• Address immediate needs with intent to prevent long-term impacts.</li> <li>• Support individuals or groups already affected by social issues by providing direct services.</li> <li>• Can include direct assistance such as food and shelter.</li> </ul>

During a public health emergency as declared under the *Public Health Act* or under extenuating circumstances, the FCSS Regulation does allow local FCSS programs to offer direct assistance such as money, food, clothing, or shelter to sustain an individual or family (i.e. tertiary prevention).

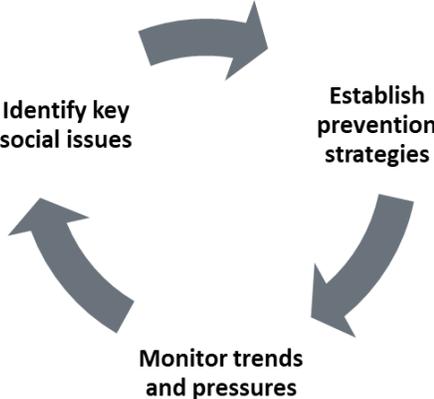
While enhancing protective factors can help individuals, families and communities better respond to life’s challenges, and may prevent a range of social issues, the Government of Alberta is committed to ensuring its programs and services, including the provincial FCSS Grant Program, are responsive, evidence-informed, and meet targeted outcomes that support Albertans. As such, the Government of Alberta has developed provincial prevention priorities for the FCSS Grant Program.

### Provincial prevention priorities

Healthy and resilient families and communities are the building blocks of a strong Alberta. The Government of Alberta and local FCSS programs partner together to address key social issues that affect Albertans. This is done by tackling the root causes of social issues through preventive work to reduce risk factors and build resilience. Some examples of root causes are poverty, lack of education or employment, adverse childhood experiences, social isolation, and mental health challenges. This partnership between the Government of Alberta and local FCSS programs is key to ensuring Albertans thrive and can take on life’s challenges when they arise.

To collaboratively address social issues affecting Albertans, the Government of Alberta will communicate what is taking place on a wider provincial scale to define provincial social priorities for prevention. The Government of Alberta will also provide direction to local FCSS programs so they can incorporate the provincial prevention priorities into local programming. Local FCSS programs will then use this information in the design and delivery of preventive social services in their communities.

To assess broad, provincial-level social needs, and provide direction to local FCSS programs, the Government of Alberta will use the following process:



### Identify key social issues to inform provincial prevention priorities

In advance of new grant agreement cycles, the Government of Alberta will assess provincial-level social needs and set provincial prevention priorities. Key sources of information to guide decision-making may include:

- trends and pressures, including gaps in service within and across the Government of Alberta as identified by the Ministry;
- data and information from Ministry and cross-ministry partners, FCSS stakeholders, and other trusted sources of evidence and research (e.g. Statistics Canada); and
- input from FCSS stakeholders (sources include regional FCSS meetings, annual conferences, the FCSSAA, Steering Committee representation, municipalities and Metis Settlements).

## Establish provincial prevention strategies

Based on the available information and input, the Government of Alberta will develop areas of focus for local FCSS programs to concentrate on the design and delivery of services in their community. The strategies will be:

- connected to the key social issues identified;
- within the scope of primary and secondary prevention; and
- developed in partnership with FCSS stakeholders.

The Government of Alberta will communicate provincial prevention priorities and strategies to local FCSS programs in advance of grant agreement cycles, to allow local FCSS programs time to plan. This will also include updating the Framework and other key resources as needed.

## Ongoing monitoring of trends and pressures

The Government of Alberta will monitor trends and pressures that affect the key social issues in Alberta and will engage with cross-ministry and FCSS stakeholders to support local programs in addressing emerging needs. The FCSS Steering Committee will play a collaborative role in identifying trends and emerging needs to help inform provincial prevention priorities. Ongoing monitoring will also help to ensure priorities continue to address current social needs and remain relevant and meaningful for the Government of Alberta and local FCSS programs.

## Current provincial prevention priorities for FCSS

### Key social issues affecting Albertans

Albertans have demonstrated great resilience in the face of economic and social challenges, which were exacerbated by the COVID-19 pandemic. These challenges continue to pose hardships for many individuals, families, and communities. Based on the sources of information described above, the Government of Alberta has identified the following key social issues affecting Albertans. These social issues are the basis for provincial prevention priorities, and should be considered when local FCSS programs are planning their community programming.

**Homelessness and housing insecurity** – Increased rates of homelessness have been associated with unaffordability of quality housing and high levels of substance abuse and family violence. Recent estimates suggest that more than 235,000 people in Canada experience homelessness every year<sup>3</sup>. In Alberta, at least 11.4% of Alberta households are unable to afford the housing they need<sup>4</sup>.

**Mental health and addictions** – Mental health issues affect many Canadians. A recent survey found one in three Canadians were struggling with their mental health<sup>5</sup> and one in five Canadians will experience a mental health problem or addiction in any given year<sup>6</sup>. In Alberta, use of opioids and deaths from drug poisonings have been increasing at alarming rates. In 2021, the highest number of opioid deaths were recorded in a year, with 1,610 individuals dying from an unintentional opioid overdose, 38% higher than in 2020 (1,167) and 158% higher than in 2019 (625)<sup>7</sup>.

**Employment** – Alberta's unemployment rate remains somewhat higher compared to other provinces. While trending downwards, in March 2022, Alberta's unemployment rate was 6.5%, compared to the national unemployment rate of 5.3%<sup>8</sup>. In 2020, the Income Support program supported an average of 52,397 cases per month in Alberta. Of the total numbers of average annual Income Support caseloads, 31,364 were clients who were "expected to work" and 21,033 cases represent Albertans with "barriers to full employment"<sup>9</sup>.

**Family and sexual violence across the lifespan** – In a nation-wide web panel survey, 10% of women said they were very or extremely concerned about experiencing domestic violence<sup>10</sup>. In 2019, Alberta had the sixth highest rate of police-reported family violence compared to other provinces<sup>11</sup> and the fourth highest rate of police-reported sexual assault<sup>12</sup>.

**Aging well in community** – Alignment of health, housing, and community based services can create safe and supportive environments for Albertans to age well in the community. It is estimated that 22% of people in long term care could be avoided with the right community based supports in place<sup>13</sup>. Approaches to integrate healthcare and community-based supports are essential to enable Albertans to age in their homes and communities and lower their risk of seeking hospitalization and/or long-term care.

While these social issues have affected many Albertans, it is important to note that certain population groups experience higher levels of vulnerability and/or discrimination. They often bear the most significant burden and experience the most adverse impacts. These groups may include children and youth, women, seniors, BIPOC individuals, 2SLGBTQIA+ individuals, Albertans with low-income, persons with disabilities, and people with lived experiences of trauma.

## **Establish provincial prevention strategies**

When considering social issues within their communities and the impact on individuals and families with higher levels of vulnerability, local FCSS programs, alongside other social programs, play an important role in prevention. The definition of prevention for the FCSS program explains that prevention is a *proactive* rather than reactive process. Services and supports designed and delivered by local FCSS programs are the link between provincial priorities and community based action at the primary and secondary levels of prevention.

Primary prevention focuses on the general population or on broad subsets of the population who may be at higher risk, with the intent of promoting protective factors in the physical or social environment. Some examples include activities to support public education and awareness campaigns such as family violence prevention month, increasing community connectedness and partnerships, or promoting and supporting volunteerism.

Secondary prevention focuses on specific groups or at-risk populations to address issues at an early stage. This may include the groups identified above as having higher levels of vulnerability. Some examples are creating opportunities for social inclusion, skill development courses such as building healthy relationships, or connecting those in need with appropriate resources.

Enhancing protective factors through primary and secondary prevention helps to build healthier and more resilient communities. Communities that are more resilient are better able to prevent or mitigate impacts of broader social issues as well as deal with times of crisis. For example, building social cohesion, which includes the elements of active engagement in the community, a sense of belonging, and inclusion, contributes to improved mental and physical health and enhanced resilience and well-being. In a more cohesive community, people will feel supported and have access to the social supports they need.

Prevention strategies for the provincial FCSS Grant Program focus on enhancing protective factors for individuals, families and communities. Local FCSS programs can apply these strategies in a way that meets the unique needs of their local community. Through primary and secondary prevention approaches, local FCSS programs will use the following strategies to help address and prevent the provincial prevention priorities outlined above:

1. Promote and encourage active engagement in the community;
2. Foster a sense of belonging;
3. Promote social inclusion;
4. Develop and maintain healthy relationships;
5. Enhance access to social supports; and
6. Develop and strengthen skills that build resilience.

The services delivered or funded through local FCSS programs will align with one or more of the prevention strategies to help prevent or mitigate the impact of the key social issues and to build stronger and more resilient communities now and for the future. Some examples of types of services and supports that align with the above strategies include:

- assisting communities to identify their social needs and develop responses to meet those needs;
- promoting, encouraging and supporting volunteer work in the community;
- developing the skills of individuals and families for greater resiliency such as mentoring programs;
- supporting the social development of children and their families;
- supporting seniors to remain connected to their communities and providing home supports; and
- providing information and supporting access to available social supports in the community.

## **Ongoing monitoring of data and trends**

Local FCSS programs will measure and report on their progress related to these strategies to demonstrate the effect of their efforts in their community. The Government of Alberta will continue to monitor data and trends related to social issues in Alberta on an ongoing basis.

The Government of Alberta will work with FCSS stakeholders to ensure priorities continue to address current social needs and remain relevant and meaningful for local FCSS programs. This includes listening to feedback through both the FCSS Steering Committee and directly from municipalities and Metis Settlements about the trends and issues they are experiencing in their communities.

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## Outcomes and measurement

Seniors, Community and Social Services uses an outcome-based framework to guide the use of the data collected by the Ministry. This enables the provision of better services, supports evidence-informed decisions, creates internal efficiencies, and helps the Ministry better understand the real impact of programs and services. Defining program objectives and corresponding outcomes and setting key performance measures (KPMs) are important parts of accountability for the provincial FCSS Grant Program. Program inputs and outputs along with program objectives, outcomes, and KPMs tie the foundational pieces of the FCSS program together, demonstrate the impact the program is having in communities and across the province, and tell the story of the FCSS program.

### FCSS program objectives, logic model, and outcomes model

#### Program objectives

The Framework outlines five overarching objectives for the provincial FCSS Grant Program. These program objectives align with, and create a link between, the definition of prevention, provincial prevention priorities and strategies. They also create the starting point for the development of program outcomes and KPMs:

1. FCSS programming increases the protective factors of individuals, families and communities related to provincial prevention priorities;
2. FCSS programming strategically connects Albertans to address provincial prevention priorities;
3. FCSS programming reflects community demographics and needs;
4. FCSS programming is accessible, appropriate and designed to serve Albertans across their lifespan; and
5. FCSS programming fosters connectivity in participating communities.

#### Logic model

A logic model is a visual representation of the theory underlying a program. It shows how the provincial FCSS Grant Program is supposed to work, including intended outcomes and connection to the Ministry's outcomes. The FCSS Accountability Framework Logic Model (Appendix) depicts the local program's inputs, activities, outputs and outcomes. The provincial FCSS Grant Program's objectives and outcomes align with the Ministry-level outcomes of inclusion, participation and stability, as shown in the Logic Model. The FCSS Accountability Framework Logic Model illustrates how local FCSS programs contribute to ministry's achievements in these outcome areas.

#### FCSS Outcomes Model

The FCSS Outcomes Model below shows the immediate, intermediate and long-term outcomes to be achieved within the five program objectives as a result of the Ministry's partnership, support and funding. The Outcomes Model gives a more in depth look at the outcomes included in the Logic Model and their connection to the five program objectives.

At the immediate level, changes in knowledge, skills, ability or capacity should be realized as a result of program activities. If the immediate outcomes are achieved, at the intermediate level, changes in behaviour and activities should be realized. If the intermediate outcomes are achieved, the program should be able to influence change in the desired long-term outcomes to support Albertans across their lifespan.

Please see the FCSS Accountability Framework Logic Model for the full illustration of the intended progression of program outcomes. Some program objectives also share common outcomes. Additional detail on this is available in the FCSS Accountability Framework Logic Model.

## FCSS Outcomes Model

Program Objectives	Immediate Outcomes	Intermediate Outcomes	Long-term Outcomes
<p><b>FCSS programming enhances the protective factors of individuals, families and communities related to provincial prevention priorities</b></p>	<p>Albertans are aware of FCSS programming in their communities</p> <p>↳ Albertans participate in FCSS programming in their communities</p>	<p>Albertans develop skills to build resilience</p> <p>↳ Albertans apply skills to build their resilience</p>	<p>Albertans have protective factors in place that enhance their resilience</p>
<p><b>FCSS programming strategically connects Albertans to address provincial prevention priorities</b></p>	<p>Local FCSS programs are aware of services and supports in their communities</p>	<p>Local FCSS programs strategically connect Albertans to services and supports that meet their needs</p>	<p>FCSS programming contributes to improvement in community-level social indicators</p>
<p><b>FCSS programming reflects community demographics and needs</b></p>	<p>Local FCSS programs are aware of their demographics and needs</p>	<p>Local FCSS programs design, deliver and/or fund programs that align with their demographics and needs</p>	<p>Local demographics and needs are addressed by the FCSS program</p>
<p><b>FCSS programming is accessible, appropriate and designed to serve Albertans across their lifespan</b></p>	<p>Local FCSS programs understand evidence-informed promising practices to support Albertans' access</p>	<p>Local FCSS programs design, deliver and/or fund programs that align with evidence-informed promising practices</p>	<p>FCSS programming is accessible to the populations being served</p> <p>FCSS programming is appropriate for the populations being served</p>
<p><b>FCSS programming fosters connectivity in participating communities</b></p>	<p>Local FCSS programs are aware of existing and potential connections to community groups, organizations, volunteers and other communities</p>	<p>Local FCSS programs leverage formal and informal relationships with and between community groups, organizations, volunteers and other communities</p> <p>Local FCSS programs create formal and informal relationships with and between community groups, organizations, volunteers and other communities</p>	<p>Albertans are supported by social networks within their communities</p>

## Key performance measures

Key performance measures (KPMs) are measurable indicators that demonstrate progress towards intended outcomes. For the provincial FCSS Grant Program, they are important tools to help the Government of Alberta and key stakeholders understand if the program is addressing priorities and meeting program objectives. They also help to show how the work of local FCSS programs in the community fits into the provincial FCSS Grant Program as a whole.

The Government of Alberta will collect data from local FCSS programs and other sources to generate KPMs related to the priority areas and outcomes in the FCSS Outcomes Model. The KPMs are quantitative in nature (represented in numbers) and provide important information on the extent to which program activities occur, outputs are produced, and outcomes are achieved. In addition to the KPMs, additional *qualitative* data (descriptive information) may be collected from local FCSS programs and other sources to contextualize the KPMs and provide a more comprehensive understanding of the provincial FCSS Grant Program's performance. Every year, the Government of Alberta will compile data on KPMs in an annual report that will be shared with FCSS stakeholders.

Program objective	Key performance measures	Data source	Data compiled by:
<b>FCSS programming enhances the protective factors of individuals, families and communities related to provincial prevention priorities</b>	<ul style="list-style-type: none"> <li>Number of times Albertans participated in local FCSS programming</li> </ul>	Local FCSS programs Annual Reports (Annual Reports)	Government of Alberta (GoA)
	<ul style="list-style-type: none"> <li>Percentage of participants who reported positive change on measures associated with prevention strategies after participating in local FCSS programming. Current prevention strategies for the provincial FCSS Grant Program include:                             <ol style="list-style-type: none"> <li>promote and encourage active engagement in the community;</li> <li>foster a sense of belonging;</li> <li>promote social inclusion;</li> <li>develop and maintain healthy relationships;</li> <li>enhance access to social supports; and</li> <li>develop and strengthen skills that build resilience.</li> </ol> </li> </ul> <p><i>Note: This is not a single measure, but a set of measures in the Provincially Reported Outcome Measures List</i></p>	Annual Reports	
	<ul style="list-style-type: none"> <li>Provincial-level indicators related to provincial prevention priorities.</li> </ul>	Publicly available data sources/databases (e.g. Statistics Canada)	
<b>FCSS programming strategically connects Albertans to address provincial prevention priorities</b>	<ul style="list-style-type: none"> <li>Number of referral services provided by local FCSS programs</li> </ul> <p><i>Note: This measure is intended to help local FCSS programs capture and report on the scope of information and referral services provided by their local program. As many local FCSS programs do not provide these services, this measure will not be mandatory in associated FCSS reporting.</i></p>	Annual Reports	GoA

Program objective	Key performance measures	Data source	Data compiled by:
<b>FCSS programming reflects community demographics and needs</b>	<ul style="list-style-type: none"> <li>Number and percentage of local FCSS programs that have completed a community needs assessment to inform their services</li> </ul> <p><i>Note: The community needs assessment refers to any type of assessment, initiative, and data collection activity undertaken by local FCSS programs to better understand their community demographics and needs, and inform their programs and services.</i></p>	Annual Reports	GoA
	<ul style="list-style-type: none"> <li>Number of programs funded through local FCSS programs [by delivery type (direct or indirect), population group, and priority and strategy]</li> </ul>		
	<ul style="list-style-type: none"> <li>Amount and percentage of funding used by local FCSS programs [by delivery type (direct or indirect), population group, and priority and strategy]</li> </ul>		
<b>FCSS programming is accessible, appropriate and designed to serve Albertans across their lifespan</b>	<ul style="list-style-type: none"> <li>Percentage of FCSS participants who expressed satisfaction with FCSS programs/services</li> </ul>	Annual Reports	GoA
	<ul style="list-style-type: none"> <li>Percentage of FCSS participants who report that FCSS programs/services were easy to access</li> </ul>		
<b>FCSS programming fosters connectivity in participating communities</b>	<ul style="list-style-type: none"> <li>Number of community partnerships local FCSS programs have with other local FCSS programs, agencies, and/or organizations</li> </ul>	Annual Reports	GoA
	<ul style="list-style-type: none"> <li>Number of volunteers who supported local FCSS programs</li> </ul>		
	<ul style="list-style-type: none"> <li>Number of volunteer hours reported by local FCSS programs</li> </ul>		
	<ul style="list-style-type: none"> <li>Total economic contribution of volunteers (in dollars)</li> </ul>		

## Monitoring, evaluation and continuous improvement

Activities to ensure provincial FCSS Grant Program accountability and the availability of evidence to inform decision-making include KPMs, monitoring of measures, reporting of evidence, and evaluation. These activities help both the Ministry and local FCSS programs to better track their performance and maximize the value of their programming.

### Monitoring performance and progress

Local FCSS programs track, monitor and review their programs and services throughout the grant cycle. At minimum, this is completed as part of routine reporting to the Government of Alberta. All reports submitted by local FCSS programs are reviewed and the information is used for KPMs, evaluation, program accountability, ongoing improvement and outcomes reporting. Annual reporting requirements for local FCSS programs include financial reporting, program reporting, and outcome reporting.

The Government of Alberta and local FCSS programs may also choose to undertake additional activities such as:

- using community, provincial or federal census data to inform FCSS program accountability activities;
- establishing dashboards and other performance monitoring mechanisms;
- setting meetings or routine check-in points to review data and information;
- comparing performance results against expectations to identify areas for improvement or future work; and/or
- creating processes to link performance metrics to ongoing program design, delivery and decision-making.

### Evaluation

Evaluation is a process to systematically collect and analyze information. It is an integral practice for any organization. Evaluation provides information for learning, improvement, accountability and transparency. Local FCSS programs are expected to evaluate their services and supports to help build strong and responsive local FCSS programs. Evaluations should draw upon data collected through the KPMs and link to the provincial FCSS Grant Program logic model and FCSS Outcomes Model. Through evaluation, additional data collection and/or analysis may provide robust information about the FCSS program at either the local or provincial level. The Ministry will periodically conduct evaluations of the provincial FCSS Grant Program. Evaluation activities for the provincial FCSS Grant Program include:

- Local FCSS programs submit routine grant reporting to the Ministry in alignment with the KPM framework and FCSS grant agreement.
  - The Ministry reviews and approves annual reports to ensure local FCSS programs are using their dollars effectively, efficiently, and for eligible programs and services in their community, and to track the provincial FCSS Grant Program's progress on achieving outcomes. As part of this, the Ministry will consolidate data from annual reports and share findings back with participating municipalities and Metis Settlements and stakeholders, Government of Alberta partners, and the public.
- The Government of Alberta conducts annual, on-site program reviews with local FCSS programs throughout Alberta to ensure compliance with FCSS regulations. Local FCSS programs participate in these reviews, as required.
- To meet provincial accountability requirements and best practices, the provincial FCSS Grant Program will undertake periodic evaluations in alignment with the FCSS evaluation strategy for the 2022-2032 regulation period<sup>1</sup>. Local FCSS programs will participate in periodic ministry-led reviews of the provincial FCSS Grant Program as necessary.

### Continuous improvement

With a functioning performance management system, comprised of KPMs, measuring, monitoring, reporting and evaluation, local FCSS programs and the Government of Alberta will have the information they need to operate and drive improvement. Using data and information to identify areas for improvement and inform changes at the local and provincial level ensures programs remain relevant, accountable and are achieving their desired outcomes for the Albertans they serve.

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<sup>1</sup> The FCSS Regulation expires on June 30, 2032. The FCSS evaluation strategy will help inform the regulation review that occurs prior to expiry, to help identify updates or improvements to the regulation.

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## Government of Alberta resources

A number of resources are available to local FCSS programs and their stakeholders to support the operation and delivery of FCSS programs in their community. These documents will be updated from time to time.

### [Family and Community Support Services Program on Alberta.ca](#)

The FCSS webpage on Alberta.ca has additional resources to assist staff, elected officials, and local FCSS program board members understand the purpose of the provincial FCSS Grant Program, how provincial FCSS funding is allocated, and how it can be used. It will also provide a record of program policies, including interpretations of the FCSS Regulation.

### Measures Bank

The FCSS Measures Bank provides a list of specific measures that local FCSS programs can use in their program evaluations to monitor their progress on achieving outcomes. The Measures Bank also includes information and tools related to data collection, including the design and delivery of participant surveys.

### Knowledge Bank

The online Knowledge Bank houses documents and resources related to the provincial FCSS Grant Program, including those mentioned above. The Knowledge Bank also includes resources and guides to support local FCSS program staff with annual reporting and the online reporting system.

NOTE: Additional resources and support for local FCSS programs are available through the FCSSAA.

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## Glossary

**Accessible:** Programs and services are available to Albertans through a variety of mediums and are simple to navigate.

**Appropriate:** Programs and services are flexible, adaptable, individualized and available when needed.

**BIPOC:** The acronym stands for “Black, Indigenous and People of Color”.

**Civil society:** Civil society includes non-profit and voluntary organizations, registered charities, informal groups or movements pursuing shared interests or values, and private-sector organizations and individuals pursuing social good.

**Evidence-informed practice:** An ongoing process that incorporates client values/perspectives, staff expertise and research to inform decisions.

**2SLGBTQIA+:** The acronym stands for “Two-spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex and asexual, and all other sexual orientations and genders”.

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

**Primary prevention:** Primary prevention focuses on the general population or on subsets of the population who may be at higher risk, with the intent of promoting protective factors in the physical or social environment.

**Promising practices:** A program, service or strategy that shows potential for developing into a best practice.

**Protective factors:** Factors that prevent or mitigate the effects of exposure to risk factors and stressful life events.

**Risk factor:** Any attribute, characteristic or exposure of an individual that increases the likelihood of negative outcomes.

**Risk management:** Risk is the uncertainty around future events and their potential to affect the achievement of objectives and outcomes. Risk management looks to improve decision-making under uncertainty to maximize the benefits and minimize the costs.

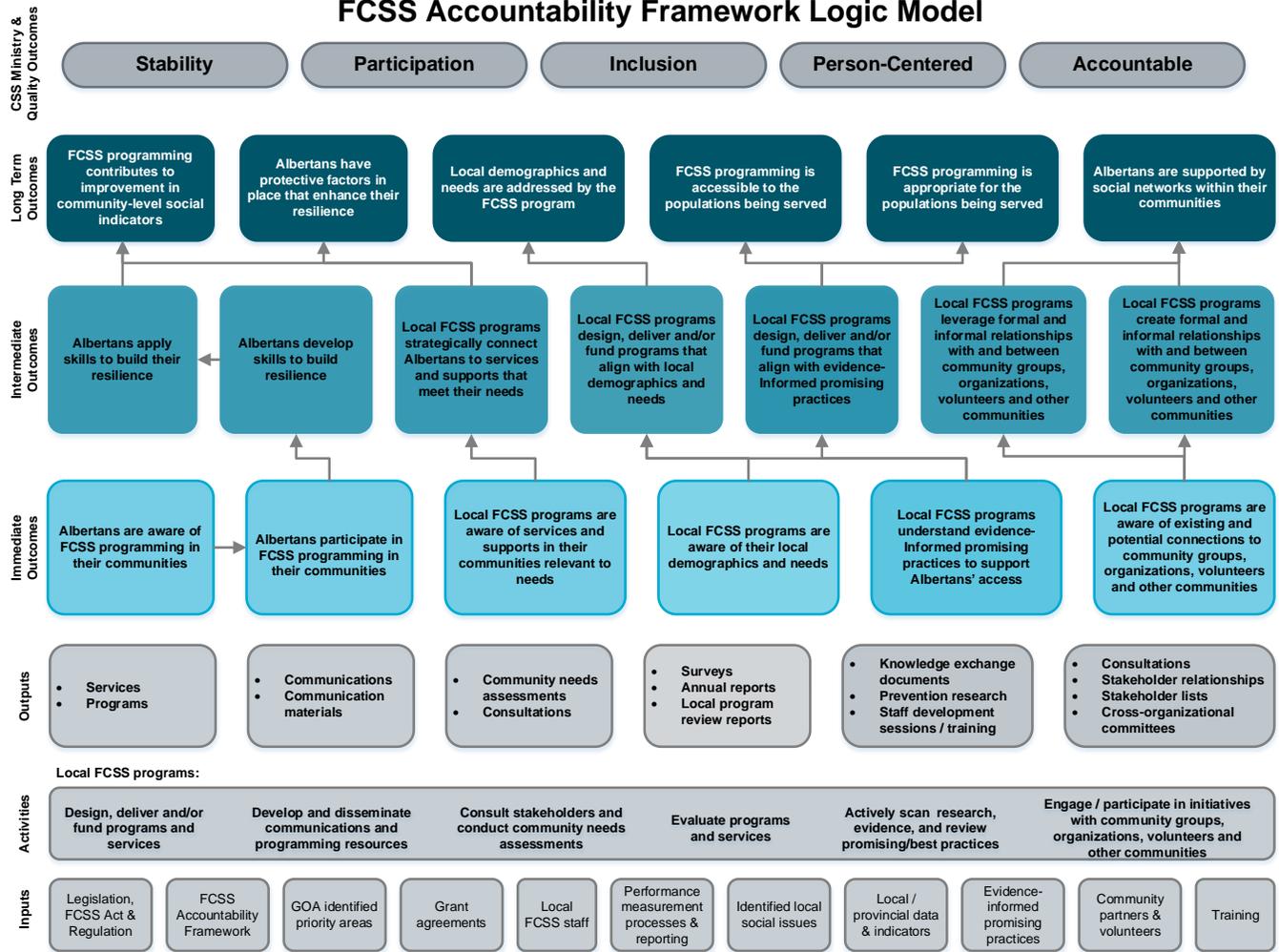
**Secondary prevention:** Secondary prevention focuses on specific groups or at-risk populations to address issues at an early stage.

**Social inclusion:** The act of making all groups of people within a society feel valued and included.

**Tertiary prevention:** Tertiary prevention focuses on addressing immediate needs with the intent to prevent long-term impacts.

# Appendix

## FCSS Accountability Framework Logic Model





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- <sup>1</sup> Government of Alberta. Strategic Plan 2022-2025. Accessed March 29, 2022: <https://open.alberta.ca/dataset/6d0f1358-beb5-4bb7-8da1-a350a138039c/resource/0b805749-36ac-4c68-8504-a6daba63e8c7/download/budget-2022-goa-strategic-plan-2022-25.pdf>
- <sup>2</sup> Government of Alberta. Ministry Business Plan: Community and Social Services. Accessed March 29, 2022: <https://open.alberta.ca/dataset/91c57caa-6878-4a31-9747-4e8f6a82d5aa/resource/8e60238b-f354-45fd-a54d-2833c531ddad/download/css-community-and-social-services-business-plan-2022-25.pdf>
- <sup>3</sup> Strobel S, Burcul I, Dai JH, Ma Z, Jamani S, Hossain R. Characterizing people experiencing homelessness and trends in homelessness using population-level emergency department visit data in Ontario, Canada. Health Reports. 2021 Jan 1;32(1):13-23. DOI: <https://www.doi.org/10.25318/82-003-x202100100002-eng>
- <sup>4</sup> Government of Alberta. Budget 2021. Accessed November 29, 2021: <https://www.alberta.ca/budget.aspx>
- <sup>5</sup> Angus Reid Institute. Pandemic fatigue: One-in-three Canadians report struggles with mental health; 23% say they're 'depressed'. Accessed May 4, 2022: <https://angusreid.org/pandemic-mental-health-addictions/>
- <sup>6</sup> Smetanin, P., Stiff, D., Briante, C., Adair, C., Ahmad, S., & Khan, M. (2011). The life and economic impact of major mental illnesses in Canada: 2011-2041. RiskAnalytica, on behalf of the Mental Health Commission of Canada 2011. Accessed on May 4, 2022: [https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/MHCC\\_Report\\_Base\\_Case\\_FINAL\\_ENG\\_0\\_0.pdf](https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/MHCC_Report_Base_Case_FINAL_ENG_0_0.pdf)
- <sup>7</sup> Government of Alberta. Alberta Substance Use Surveillance System. Accessed April 11, 2022: [alberta.ca/substance-use-surveillance-data.aspx](http://alberta.ca/substance-use-surveillance-data.aspx)
- <sup>8</sup> Government of Alberta. Economic Dashboard: Unemployment rate. Accessed March 31, 2022: <https://economicdashboard.alberta.ca/unemployment>
- <sup>9</sup> Government of Alberta. Community and Social Services 2020-2021 Annual Report. Accessed January 31, 2021: <https://open.alberta.ca/dataset/20f7bf5e-3b69-4400-8785-5b195e1491f1/resource/1caf2450-ab54-4378-a5c7-af047c27e759/download/css-annual-report-2020-2021.pdf>
- <sup>10</sup> Statistics Canada. The Daily — Police-reported family violence in Canada, 2020. Accessed November 29, 2021: <https://www150.statcan.gc.ca/n1/daily-quotidien/211104/dq211104b-eng.htm>
- <sup>11</sup> Statistics Canada. Family violence in Canada: A statistical profile, 2019. Accessed December 7, 2021: <https://www150.statcan.gc.ca/n1/en/pub/85-002-x/2021001/article/00001-eng.pdf?st=3aA5tRyE>
- <sup>12</sup> Statistics Canada. Table 5, Police-reported crime for selected offences, by province or territory, 2019. Accessed February 3, 2022: <https://www150.statcan.gc.ca/n1/pub/85-002-x/2020001/article/00010/tbl/tbl05-eng.htm>
- <sup>13</sup> Canadian Institute for Health Information. 2017. Seniors in Transition Exploring Pathways Across the Care Continuum. Accessed August 15, 2022: <https://www.cihi.ca/sites/default/files/document/seniors-in-transition-report-2017-en.pdf>