

FCSS Strategic Alignment Questions & Answers		
1.	Why did Edmonton FCSS decide to conduct a Strategic Alignment and review its funding model now?	The primary impetus for this work was a desire to move the needle on numerous complex social issues that were/are priorities for the City of Edmonton, City Council and the Social Development Branch. As we continue to face economic hardship there is increasing pressure for efficient, effective, transparent, and accountable programs and services with clear connections to outcomes. Our goal in this work was to create a more focused program around preventive social services, with clear expectations and community impact.
2.	Was there a previous strategic alignment plan developed, or is this the first one?	Over the years, Edmonton FCSS has completed a number of reviews. Each review has provided additional clarity and improved processes. This Strategic Alignment is unique in that it was developed during an international pandemic. It has helped to clarify criteria, priorities and principles and decision making processes. Moving forward this strategic alignment and funding model will serve as the foundation for future Edmonton FCSS programs updates.
3.	When will the new funding model take effect?	The model will come into effect for the 2023 FCSS funding cycle.
4.	What's the timeline for the process of the decision making for funding?	While the details for the implementation of this Strategic Alignment effort have yet to be determined, we do not expect that the timelines will change that much, but that still needs to be determined. An application would be submitted, a review and assessment would occur, and funding decisions would be made and organizations would be informed.
5.	My funding agreement goes until the end of 2022. Will the term of my funding agreement be changed?	No. The model will come into effect for the 2023 FCSS Funding cycle.
6.	As an organization who has received program funding from Edmonton FCSS for numerous years, we appreciate that consistent funding	Edmonton FCSS recognizes its unique role in the community. As a stable funder with strong relationships in the community,

	has allowed us to be innovative and to engage in some longer term planning. How will the proposed changes affect the levels of funding distributed and will Edmonton FCSS remain as a trusted and stable funding source for programs?	Edmonton FCSS recognizes the need to balance its role as a trusted and consistent funding source with its role as a steward of increasingly limited public dollars available to address social issues which are growing in complexity. The new model will guide us to ensure programs are preventive, focused and are helping the Social Development Branch and the City of Edmonton to achieve social outcomes identified in our strategic plans. Funding agreements will continue to be multi-year to be a stable funding source. Organizations will need to look at their programs and determine if they meet the updated criteria. FCSS funding amounts are always subject to confirmation through the Province's budget process as well as the City of Edmonton's budget process.
7.	Are you planning on bringing organizations with similar programs together to coordinate programs, services and efforts in early 2022?	Part of the role of the FCSS Liaisons, as social planners, is to bring organizations together to investigate opportunities to coordinate and share ideas. In this time of change we need to look at creative and innovative solutions to move forward. It is also the responsibility of organizations themselves to examine and explore opportunities to partner, coordinate and potentially merge programs to better serve the community and to be fiscally responsible in this time of economic difficulties.
8.	Will an open call for proposals be conducted? Our organization has not received FCSS funds but offers a program that is highly effective in achieving preventive outcomes.	We will be opening up the application process to apply for FCSS program funding.
9.	How will you communicate changes moving forward?	The www.edmonton.ca/fcss website will be your key source of information.
10.	By 2022 what kind of contributions are you looking for from the community?	Contributions from the community have already helped to inform the Strategic Alignment and funding model. We are now developing a detailed implementation plan that will be aligned with City priorities.
11.	How are you assessing whether an organization is a "strong organization?"	A strong organization is assessed based on a number of key indicators, such as: governance structures (diverse Board membership, current bylaws, existence of policies and procedures, etc.), financial management and oversight, evaluation

		capacity, past performance and capability. While Edmonton FCSS funds <i>programs</i> , the delivery, impact and reporting of a program is tied to the strength of the organization.
12.	If Edmonton FCSS wants to effect true community change with respect to the risk and protective factors, how does it see its role in working collaboratively with the community and other orders of government?	Edmonton FCSS' success is reliant on community agency and program success. Edmonton FCSS remains committed to providing support through liaisons, training and reliable funding to community based organizations or agencies. Edmonton FCSS supports research and evaluation efforts and dissemination. Additionally, when appropriate, Edmonton FCSS provides information and data to other orders of government where gaps in services exist that are outside the preventive scope of FCSS but within the mandate of others.
13.	The information in the slides is not very specific. Is there a more detailed strategic plan?	The slide presentation provided a high level overview of the process and findings from the review. The Executive Summary and Research Brief by the consultant, <i>bassa Social Innovations</i> provide more detail and are available at www.edmonton.ca/fcss . The specific priorities that we will focus on for 2023 will be identified and shared, so any organization can decide if their program aligns and if they should apply for funding.
14.	Job and skill development are listed in the slides as positive protective factors, but what about more general learning and development, or other protective factors that we know about? Why aren't others listed?	Only some protective factors were highlighted in the slide presentation. In addition, it is important to remember that not all protective factors fall under the mandate of the FCSS Act and Regulation. Some fall under other government departments.
15.	When it comes to protective factors, how many of these factors are we hoping for a program to achieve?	The Research Brief conducted by <i>bassa Social Innovations</i> highlighted some of the research that shows common risk and protective factors across a number of social issues (see the literature review, www.edmonton.ca/fcss). As programs are developed and modified, organizations will determine which protective and risk factors will be addressed based on the target population served, strategies used and outcomes targeted.
16.	Where do we consider economic conditions of individuals / families / communities and how	The approach would be to look at the risk factors that make someone vulnerable, and

	<p>this affects the well being of an individual and family? How do we include the impact of economic conditions on prevention in this alignment?</p>	<p>consider how we can support them to better position themselves to be more resilient, whatever the economic conditions they are facing. As a Prevention program, FCSS works to reduce poverty by focusing on risk factors that lead people to vulnerable situations, including poverty. In addition there is ongoing work happening both in the City and in the community at large on Food Security and Financial Empowerment, both of which have increased in profile due to the pandemic.</p>
17.	<p>With regard to designing “evidence-based” programming, is there a “gold standard” or some links that can help when it comes to evidence-based design and the outcomes to achieve?</p>	<p>The Research Brief conducted by <i>bassa</i> Social Innovations provides a great starting point for research based on risk and protective factors. Go to: www.edmonton.ca/fcss for the Research Brief. Edmonton FCSS is seeking targeted efforts that will contribute to updated priority areas.</p>
18.	<p>Is this saying that funding priorities will change each year?</p>	<p>No, we recognize we can’t change priorities every year, or we will never see the community-wide impact that we are seeking. Priorities would be set for 3-5 years so we can work to make some significant change and achieve the outcomes we have identified.</p>
19.	<p>One of the Funding Model principles is Significance, defined as “providing resources commensurate with intended outcome achievements”. How will Edmonton FCSS make that determination, and what advice would you have for organizations applying for funding in the future?</p>	<p>Organizations applying for program funding should request the funds that they believe will enable them to achieve the outcomes that they have identified in their application. At this time, Edmonton FCSS has not determined any standards or expectations related to “significance”. However, funds requested should be relative to the stated outcomes as they align with City priorities.</p>