



REQUEST FOR DECISION

SUBJECT: **Green View Family and Community Support Services Overview**
SUBMISSION TO: COMMITTEE OF THE WHOLE REVIEWED AND APPROVED FOR SUBMISSION
MEETING DATE: July 15, 2025 CAO: MANAGER:
DEPARTMENT: CAO SERVICES DIR: PRESENTER: MH/WU
STRATEGIC PLAN: Culture, Social & Emergency Services LEG:

RELEVANT LEGISLATION:

Provincial (cite) – N/A

Council Bylaw/Policy (cite) – N/A

RECOMMENDED ACTION:

MOTION: That Committee of the Whole accept the Green View Family and Community Support Services report for information, as presented.

BACKGROUND/PROPOSAL:

Green Views Family and Community Support Services (FCSS) department deliver a broad range of preventative social programs to residents across the municipality, the Town of Valleyview, and is utilized by some residents from Sturgeon Lake Cree Nation. In response to Council's request for clarity around service levels, Administration has compiled the following overview of FCSS operations, funding, and user data.

In 2024, Green View FCSS operated with an actual total budget of \$2,345,056. A complete breakdown of the budget is attached.

Revenue for the year totaled \$108,182, including \$54,000 through the Alberta Works contract for Community Resource Centre (CRC) programming and information/referral services. In addition:

- The Province of Alberta contributed \$404,583 through the FCSS program.
- The Town of Valleyview contributed \$150,000 to jointly support FCSS programming within the Valleyview region.

This means Greenview's net contribution to FCSS in 2024 was approximately \$1.79 million after accounting for all external revenues.

FCSS served a total of 13,835 users in 2024:

- Valleyview FCSS office supported 8,388 users, comprised of:
 - MD of Greenview residents: 1,479
 - Town of Valleyview residents: 4,690
 - Sturgeon Lake Cree Nation members: 2,093 (1648 of these were CRC users)
- Grande Cache FCSS supported an additional 5,447 users

Of the total 13,835 users:

- 10,139 accessed the Community Volunteer Income Tax Program (920 users) or CRC information and referral services (9,219 users).
- 581 users participated in school-based programs, delivered only at the request of schools.
- 516 users attended FCSS-hosted events such as the Volunteer Appreciation Dinner and A Night to Lead Change.
- The remaining 2,599 users accessed various additional services including parenting supports, seniors outreach, youth development, and home support services.

Based on the 2024 actual budget and total users, the average cost per FCSS user was approximately \$169.55.

In comparison, the 2025 budget for FCSS has increased to \$2,451,543, with user levels expected to remain similar. This increases the estimated cost per user to approximately \$177.23.

Additionally, revenue from the Alberta Works contract has recently increased from \$54,000 in 2024 to \$90,200 in 2025, offsetting some operating costs. This contract mandates that CRC services remain accessible to all Albertans, not just Greenview or Valleyview residents. The Town of Valleyview's contribution also returned to \$193,239, further supporting joint program delivery.

Oversight for Green View FCSS is provided by a dedicated FCSS Board, comprised of:

- 2 MD of Greenview Councillors
- 1 Town of Valleyview Councillor
- 4 members at large

The Board's annual governance budget is \$46,400. In addition to general oversight, the FCSS Board plays a critical strategic role and is responsible for:

- Identifying, reviewing, and endorsing the suite of over 40 eligible programs included in the 2024–2026 FCSS Business Plan.
- Ensuring alignment of all programming with the preventative mandate and five core outcomes defined under the FCSS Regulation.
- Recommending the annual FCSS budget to Council for approval.
- Reviewing community feedback and performance metrics to advise on service adjustments.
- Supporting outreach and awareness efforts to educate the public about FCSS services and access points.

While Council retains authority over the overall FCSS budget, it is the function of the Board to set program direction and priorities—provided they fall within the approved budget and align with the FCSS Regulation. This creates a collaborative but distinct governance model where Council funds the envelope, and the Board defines the content within it.

If it is Council's desire to consider altering the structure, scope, or delivery of specific programs, it is important to recognize that such decisions intersect with the statutory and operational role of the FCSS

Board. Any structural changes would require close coordination with the Board, and potentially a re-evaluation of the Board's terms of reference, mandate, or governance relationship with Council.

In summary the governance relationship between Council and the FCSS Board works as follows:

- **FCSS Boards are established at the discretion of Council:**

The FCSS Regulation does not require municipalities to establish a separate board. When formed, such boards are advisory in nature and function under the authority delegated by Council.

- **Council retains jurisdiction over Board governance and structure:**

Council has the authority to approve or amend the FCSS Board's:

- Terms of Reference
- Policy framework
- Reporting structure
- Membership composition
- Budget parameters

- **Council approves the annual FCSS budget:**

While the Board recommends programs and develops the business plan, Council approves the total funding allocation. Program adjustments may be explored in alignment with the approved financial envelope.

- **Program delivery must remain within provincial legislative guidelines:**

Regardless of governance structure, all FCSS programs must continue to meet the requirements of the **FCSS Act and Regulation**, including a focus on prevention and non-duplication of services.

Because the Green View FCSS model includes cost-sharing with the Town of Valleyview any significant structural changes should involve collaboration to maintain transparency and shared expectations.

The FCSS program is governed by a provincial cost-sharing model in which the Province is expected to fund 80% of program costs, and municipalities fund the remaining 20%. Using the 2024 provincial contribution of \$404,583 as the 80% reference point, the implied total program cost would be \$505,729, with Greenview's expected 20% contribution at \$101,146.

In reality, Greenview contributed more than \$1.79 million to FCSS in 2024—nearly 18 times the required municipal share—to maintain and expand services across a large and diverse region. This significant overcontribution reflects the realities of delivering social programming across one of Alberta's largest rural municipalities, which includes two distinct urban centres (Valleyview and Grande Cache), and numerous hamlets. The cost of staffing, travel, infrastructure, and outreach increases considerably when operating across such vast geography.

In addition, Green View FCSS delivers a broad and diverse spectrum of preventative programming that exceeds what is typically offered by most municipalities in Alberta. From youth development and school-based supports to seniors outreach and community wellness initiatives, Greenview has committed to a model that is both expansive and responsive to local needs.

A key example of this is Greenview's operation of the Community Resource Centre (CRC)—a service hub that provides employment support, information and referral services, access to forms and benefit programs, and general community navigation. There are municipalities, particularly those with large urban centres, where these types of services are not operated by the municipality. Instead, they are typically delivered by external agencies such as local Chambers of Commerce, Service Canada Centres, or independent nonprofits. In contrast, Greenview has chosen to fully fund and deliver the CRC in-house, ensuring consistent access to critical supports—especially in rural and remote areas where those external institutions do not exist.

By choosing to fully resource and deliver these programs internally, Greenview ensures that residents receive a consistent, municipally integrated level of service regardless of location, demographic, or economic status.

BENEFITS OF THE RECOMMENDED ACTION:

1. The benefit of accepting the recommended motion is that Committee of the Whole will gain a clear, data-driven understanding of the service levels currently being delivered through Green View's FCSS program, as well as the financial and operational realities associated with providing preventative social services across a large, geographically diverse municipality.

DISADVANTAGES OF THE RECOMMENDED ACTION:

1. The disadvantage of the recommended motion is the that while the number of users, programs, and per-user costs provide helpful benchmarks, they do not capture the true complexity or long-term benefits of FCSS programming. Preventative social services are inherently difficult to quantify in terms of financial return, and the value they provide—such as reduced crisis intervention, enhanced community resilience, or stronger family support—often manifests over years and cannot be fully reflected in a simple budget-to-user ratio.

ALTERNATIVES CONSIDERED:

1. Council has the alternative to look deeper into service levels and explore different operating models that could potentially meet their expected level of service for the municipality.

Motion: That Council direct Administration to provide alternative operating models for the purpose of future budget considerations.

FINANCIAL IMPLICATION:

There are no financial implications to the recommended motion.

STAFFING IMPLICATION:

There are no staffing implications to the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

There are no follow up actions to the recommended motion.

ATTACHMENT(S):

- 2025 FCSS Approved Budget
- 2024 Programs Spreadsheet
- FCSS 2024-26 Business Plan
- FCSS Handbook
- FCSS Framework