



Council Policy

Policy Title: Family and Community Support Services (FCSS) Policy
Policy Number: CP2016-05
Report Number: CPS2016-0397
Adopted by/Date: 2016 June 20
Effective Date: 2016 June 20
Last Amended: n/a
Policy Owner: Community Strategies

1. POLICY STATEMENT

- 1.1 The City of Calgary (“The City”) continues its partnership with the Government of Alberta, to deliver the provincial Family and Community Support Services (“FCSS”) program.
- 1.2 The City funds Preventive Social Programs, according to the *FCSS Act*, the *FCSS Regulation*, FCSS Funding Priorities approved by City Council and this policy (“FCSS Calgary Program”).

2. PURPOSE

- 2.1 This policy authorizes The City’s participation in the provincial FCSS program and establishes procedures for the administration of the FCSS Calgary Program.
- 2.2 The City contributes a minimum of twenty-five per cent to the FCSS Calgary Program, to provide a sustainable, long-term funding source for the preventive social service sector in Calgary.

3. DEFINITIONS

- 3.1 In this Council policy:
 - a. **Administration** means The City Manager or their designate.
 - b. **Director** means the Director of Community Strategies within The City Administration or their designate.
 - c. **FCSS Act** means the *Family and Community Support Services Act*, RSA 2000, c.F-3, as amended, or any successor enactment.
 - d. **FCSS Calgary Forum** means a forum established to bring together Administration, non-profit organizations and other stakeholders to work together to increase the profile and effectiveness of FCSS Calgary.

- e. **FCSS Funding Priorities** means local priorities determined in accordance with the intent of the *FCSS Act*, as approved by City Council.
- f. **FCSS Regulation** means the *Family and Community Support Services Regulation*, Alta Reg 218/1994.
- g. **FCSS Stabilization Fund** means a reserve fund established and maintained by The City, as set out in the FCSS Stabilization Fund Terms of Reference.
- h. **General Manager** means the General Manager of Community Services within The City Administration or their designate.
- i. **Manager** means the Manager of Community Wellbeing Strategies in Community Strategies, or their designate, within The City Administration who provides strategic leadership to the FCSS Calgary Program.
- j. **Organization(s)** means a volunteer not-for-profit entity registered under the *Companies Act*, RSA 2000, c C-21, the *Societies Act*, RSA 2000, c S-14 or the *Business Corporations Act*, RSA 2000, c B-9.
- k. **Preventive Social Program** means a program which promotes and enhances well-being among individuals, children, families, and/or communities, and prevents the onset or further development of problems.
- l. **Funding Strategist** means an employee of The City, working in the FCSS Calgary Program.
- m. **Team Lead** means the Team Lead of the Community Funding Strategies unit in Community Strategies, or their designate, within the City Administration who oversees the FCSS Calgary Program.

4. **APPLICABILITY**

- 4.1 This Council policy applies to the administration of the FCSS Calgary Program, including the role of City Council, its Community Development Committee, City Administration, the FCSS Calgary Forum and organizations funded through FCSS.
- 4.2 In case of any conflict between this Policy and any prior Policy or Council decision respecting the matters covered in this Policy, this Policy shall prevail.

5. **LEGISLATIVE AUTHORITY**

- 5.1 Pursuant to s.2 (a) of the *FCSS Act* "...a municipality may provide for the establishment, administration and operation of a family and community support services program within the municipality."



6. PROCEDURE

6.1 City Council

- 6.1.1 City Council is responsible for overseeing The City's participation in the provincial FCSS program.
- 6.1.2 City Council will:
 - a. authorize the Community Development Committee to provide governance to the FCSS Calgary Program;
 - b. approve or amend FCSS Funding Priorities, funding recommendations and policy directions approved by the Community Development Committee;
 - c. authorize Administration to sign agreements related to the FCSS Calgary Program between The City and the Province of Alberta in accordance with the *FCSS Act* and *FCSS Regulation*;
 - d. authorize Administration to sign agreements related to the FCSS Calgary Program between The City and Organizations in accordance with this policy; and
 - e. appoint The City's representative(s) to the FCSS Association of Alberta, as part of Council's Organizational Meeting.

6.2 Community Development Committee

- 6.2.1 Community Development Committee will:
 - a. meet to consider FCSS Funding Priorities, funding recommendations and policy directions from Administration;
 - b. make recommendations to Council to approve or amend funding recommendations presented by Administration in line with funding eligibility parameters set out in the *FCSS Act*, the *FCSS Regulation*, agreements, applicable policy, and established FCSS Funding Priorities of City Council.

6.3 Administration

- 6.3.1 Administration will oversee agreements between The City and
 - a. The Province of Alberta, in accordance with the *FCSS Act* and *FCSS Regulation*, and

- b. Organizations for the delivery of preventive social programs.

6.3.2 Recommendations to City Council

- 6.3.2.1 Administration will provide recommendations on FCSS Funding Priorities, funding allocations and policy directions to Community Development Committee.

6.3.3 Reconsideration of Administration's recommendation

- 6.3.3.1 If an Organization disagrees with a funding recommendation, the Funding Strategist will make every effort to resolve the issue with the appropriate Organization representative and will involve the Community Funding Strategies Team Lead and the Manager of Community Wellbeing Strategies; if not resolved then the issue will be referred to the Community Strategies Director who will make the final decision on the recommendation presented to the Community Development Committee.

6.3.4 Allocations of funds

- 6.3.4.1 Administration will advance payment to Organizations and programs whose request for FCSS Funding has been approved by City Council.

- 6.3.4.2 Prior to the release of any FCSS Funding, an agreement must be signed between Organizations and The City in the form of either:

- i. A letter of agreement, to be signed by the Manager of Recreation, Sport and Community Partnerships, and the Board of Directors of the Organization, or its representative, if the approved amount is less than \$10,000; or
- ii. A funding agreement, to be signed by the Manager of Recreation, Sport and Community Partnerships and the Board of Directors of the Organization, or its representative, if the approved amount exceeds \$10,000.

- 6.3.4.3 Established Organizations, as determined by Funding Strategists using credible assessment tools, may enter into an agreement for up to a four (4) consecutive year period, unless a review is requested by Administration.

- 6.3.4.4 Evidence of sound governance, stable financial outlook and use of evidence-based practices, in the form of a strategic or business plan, are a requirement for an Organization to receive multi-year funding.

6.3.4.5 When the Manager reasonably determines that there is a high expectation that a given Organization's program will continue to receive FCSS Calgary Program funding, the Administration may, at its discretion, advance FCSS funding in quarterly payments to the Organization while the next funding approval and renewal agreement are being processed.

6.3.4.6 Where continued funding to the Organization is denied or reduced by City Council, some or all of the advanced funds referred to in s. 6.3.4.5 will be reclaimed.

6.3.5 Change in FCSS Calgary budget

6.3.5.1 In the event of an increase or decrease of less than one per cent (1.0%) in the FCSS Calgary budget, Administration will exercise its discretion to manage the budgetary change, taking into consideration the existing need in the Calgary community, the balance in the FCSS Stabilization Fund and any other pertinent factors.

6.3.5.2 In the event of an increase or decrease of more than one per cent (1.0%) in the FCSS Calgary budget, Administration will make recommendations to Council through Community Development Committee, taking into consideration the percentage increase or decrease, the existing need in the Calgary community, and any other pertinent factors.

6.3.6 FCSS Stabilization Fund

6.3.6.1 In the event of unanticipated increase in the provincial or municipal portion of the FCSS budget, Administration will transfer the increased amount to the FCSS Stabilization Fund.

6.3.6.2 In the event that the projected provincial FCSS grant is less than expected at the time when Council approves funding allocations, Administration will seek Council's approval, through Community Development Committee, to draw funds from the FCSS Stabilization Fund to cover the recommended allocations for that year.

6.3.6.3 Administration will seek Council's approval to draw funds from the FCSS Stabilization Fund annually to support one-time capacity-building initiatives, as well as other projects that respond to emerging social issues.

6.3.7 Annual Reporting



6.3.7.1 Administration will circulate an annual report to Council on the impact of FCSS funding each year.

6.4 FCSS Calgary Forum

6.4.1 The FCSS Calgary Forum will operate according to the Terms of Reference (Schedule A).

6.4.2 The FCSS Calgary Forum will:

- a. Provide feedback to the FCSS Calgary Program on business processes;
- b. Increase the public profile of the FCSS Calgary Program and preventive social services in the community;
- c. Address FCSS policy and financial issues at both a local and provincial level.

6.5 Organizations

6.5.1 Organizations will deliver programs funded by FCSS Calgary Program in accordance with the *FCSS Act* and *FCSS Regulation* and with this Policy, through an agreement that defines their accountability including, but not limited to, delivering a proposed program, measuring outcomes and being accountable by providing annual financial and program reports in a form satisfactory to The City.

7. SCHEDULE(S)

- a. Schedule A: Terms of Reference of the FCSS Calgary Forum

8. AMENDMENT(S)

Date of Council Decision	Report / Bylaw	Description
n/a		

9. REVIEW(S)

Date of Policy Owner’s Review	Description
n/a	



SCHEDULE A

FCSS CALGARY FORUM

TERMS OF REFERENCE

1. PURPOSE

1.1. The Family and Community Support Services (FCSS) Calgary Forum provides an opportunity for FCSS staff, organization representatives, and other stakeholders to work together to increase the profile of FCSS in Calgary. The primary functions of the Forum are:

1.1.1. Advisory – to provide input and feedback to FCSS Calgary on business processes;

1.1.2. Awareness – to increase the public profile of the FCSS program and preventive social services;

1.1.3. Advocacy - to address FCSS policy and financial issues at both a local and provincial level.

2. Guiding principles

2.1. **Transparency:** Open communication related to FCSS Calgary business. Discussions are not confidential and may be shared with others;

2.2. **Partnership:** Forum members recognize and respect the unique roles and strengths of FCSS staff and FCSS funded organizations;

2.3. **Consensus:** Forum members develop strategies and make decisions by consensus;

2.4. **Collaborative:** Forum members maintain a pragmatic focus and work collaboratively to implement Forum work plans;

2.5. **Collective Responsibility:** Forum members commit to focus on community-wide outcomes rather than organization-specific issues and organizational interest. The Forum recognizes the unique perspective and experience of each member.

3. Roles of the Group

3.1. Provide guidance and advice to FCSS Calgary on funding and social planning processes;

3.2. Seek out opinions and advice from non-Forum organizations to help provide feedback to FCSS Calgary;



- 3.3. Present on behalf of FCSS funded organizations during the FCSS funding recommendation meetings to the Community Development Committee;
- 3.4. Participate in the development of communication plans and materials used to increase public awareness of FCSS;
- 3.5. Document systemic and funding issues affecting the preventive social service sector in general and the FCSS program in particular.
- 3.6. Develop recommendations for the City of Calgary and Government of Alberta to strengthen the preventive social service sector;
- 3.7. Support advocacy efforts to increase awareness and support of the FCSS program with elected officials, including meetings with local MLAs and City Councilors, as required;
- 3.8. Participate in FCSS-related events and activities, as necessary;
- 3.9. Work closely with the FCSS Association of Alberta (FCSSAA) to support their provincial initiatives, as appropriate.

4. Anticipated Outcomes:

- 4.1. Increased visibility and stature of the FCSS program and the preventive social service sector in the community;
- 4.2. Increased financial stability of the FCSS program and the preventive social services sector;
- 4.3. Enhanced ability of FCSS funded organizations to effectively respond to the growing and diverse needs of Calgarians;
- 4.4. Enhanced working relationship between FCSS Calgary and the non-profit sector.

5. Composition:

- 5.1. FCSS Calgary Forum will be co-chaired by an organization representative and a member of FCSS Calgary;
- 5.2. FCSS funded organizations are invited to express interest in being a group member. Group members participate on a voluntary basis by invitation from FCSS Calgary and current Forum members;
- 5.3. Ten (10) FCSS organization representatives are selected by a sub-committee of the Forum to participate in the group, based on a cross-section of organizations with respect to outcome area and organization size;



- 5.4. Executive-level or senior level organization representatives are preferred Forum members. Members may have another person attend occasional meetings on their behalf. However, having a consistent group member in attendance is encouraged;
 - 5.5. Two (2) members from FCSS Calgary, both management and front-line level, provide resource and administrative support. City Council member on the FCSSAA Board is considered an ex-officio member;
 - 5.6. Representatives from community stakeholders, such as the FCSSAA, United Way and Calgary Chamber of Voluntary Organizations, are invited as determined by Forum members.
- 6. Term**
- 6.1. Staggered three-year (3) term for each member with 1/3 turn-over annually. A second three-year term is an option to maintain forum consistency based on interest and commitment of current members. Term expiry is May.
- 7. Meeting**
- 7.1. Meetings will be held every other month, from September to June. Additional working group meetings will be held as necessary.
- 8. Resource staff**
- 8.1. Community Funding Strategies Manager and/or Team Lead
 - 8.2. Funding Strategist
- 9. Minutes**
- 9.1. Meetings notes are compiled and circulated to the group by a Funding Strategist.