

SUMMARY OF PROPOSED CHANGES TO COUNCIL'S POLICY ON FAMILY AND COMMUNITY SUPPORT SERVICES (FCSS)

PREVIOUS COUNCIL POLICY (CSPS008) or Council DIRECTION <i>(noted in brackets)</i>	PROPOSED CHANGES <i>(sections in the proposed policy are noted in brackets)</i>	RATIONALE
1. The FCSS Board was established to provide governance to the FCSS Calgary Program and receive funding recommendations from Administration. <i>(CPS2001-55)</i>	Administration recommends that SPC on CPS provide governance, without a formal designation as the FCSS Board. <i>(sections 6.1.2.a and 6.2)</i>	The FCSS Board has always been made up of SPC/CPS members, with meetings conducted as per the same Procedure By-Law that SPC/CPS follows. The unique processes established to maintain the FCSS Board, such as the requirement for a special meeting, created unnecessary administrative layers. The proposed approach enables Administration to bring forward funding recommendations and other policy recommendations to SPC/CPS as required.
2. The Reconsideration sub-committee of the FCSS Board was established in 2006 to hear concerns from non-profit organizations about the funding recommendations made by Administration. <i>(CPS2006-75)</i>	Administration recommends that requests for reconsiderations be heard by senior Administration, with the Director of Calgary Neighbourhoods making the final decision on Administration's recommendation. <i>(section 6.3.3)</i>	Very few requests for reconsideration have been submitted, and Administration has resolved all of them, without requiring the Reconsideration Sub-Committee's involvement. The proposed changes reflect the role of the SPC/CPS as a strategic governing body, rather than an administrative one.
3. The FCSS Advisory Committee and the FCSS Sustainability Forum were established in 2006 and 2007 respectively and supported by Administration. <i>(CPS2006-28)</i> <i>(CPS2014-0140)</i>	Administration recommends amalgamating the two groups into a single FCSS Calgary Forum that will continue to fulfill the previous mandates of advocacy, awareness, and advisory functions. <i>(sections 3.1.d. and 6.4)</i>	After a decade of working with two groups of FCSS-funded organizations, with many organizations serving on both, amalgamating the two will improve efficiency, and reduce the burden on organizations.

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4. Procedure for managing significant FCSS budget increases or decreases applied only to organizations in multi-year contracts. (CSPS008)	Administration recommends a procedure that will apply not only to organizations in the middle of multi-year contracts, but also to those on one-year contracts or those not currently funded by FCSS. In addition, reference to an across-the-board allocation will be replaced with an approach that takes into consideration the complexity of investment for social change. (section 6.3.5)	Managing changes to a \$39 million budget, whether increases or decreases, needs to take into consideration the economic landscape, the availability of similar sources of funding and the magnitude of increase or decrease. The revisions to the policy enable Administration to make the best possible recommendations by taking into account all relevant factors.
5. Reduction or elimination of funding (CSPS008)	This section has been removed from the proposed new policy.	The process for reducing or eliminating funds is embedded in the <i>Funding Agreement</i> organizations sign with Administration.
6. The section on the Stabilization Reserve Fund focused only on the use of the Fund. (CSPS008)	The new section of the Stabilization Reserve Fund includes how the fund is replenished, as well as its use. (section 6.3.6)	During the 2015 review of The City's Reserve Fund, a discrepancy was identified between the Terms of References for the Reserve and the FCSS Policy. The proposed addition to the FCSS Policy addresses this discrepancy.
7. IT budget amount, fund development positions and other operational procedures were included in the Council policy. (CSPS008)	Procedures that refer to organizations' day to day operations have been removed from the policy.	These detailed operational procedures will be part of the funding principles that FCSS uses to make its recommendations, and should be removed from a strategic Council policy.
8. Current multi-year contracts are limited to three years. (CSPS008)	Four year contracts are being proposed through this policy revision. (section 6.3.4.3)	Increasingly, organizations and funders are planning for four to five years. This practice promotes sustainability and stability in non-profit management and also aligns with The City's four year business planning cycle.

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9. A business plan was required for multi-year funding recommendations. (CSPS008)	Administration recommends that its funding recommendation for organizations be informed by a comprehensive review of the organizations' governance, management and program delivery, and not limited by the requirement of a business plan. Organizations with sound governance structures are guided by strategic and business plans. (section 6.3.4.4)	A number of foundational documents are required when assessing an organization's suitability for multi-year funding. Rather than list all possible documents in a strategic Council policy, Administration will take into account all pertinent factors when reviewing funding requests.
10. The previous council policy required Administration to provide annual reports. However, it did not provide any guidance on the timing or the manner in which the report should be provided. (CSPS0008)	Administration has been directed to report back on its previous year's accomplishment through the circulation of an annual report to council, rather than at the funding recommendation meetings. This approach has allowed the funding recommendation meetings to be streamlined and focussed. (CPS-2015-0150 and CPS-2016-0036). The proposed policy ensures this practice is employed on a consistent basis (section 6.3.7).	Embedding the requirement to provide annual reports in the policy ensures the annual report is presented in a consistent manner.