CITY OF CALGARY
COMMUNITY AND NEIGHBOURHOOD SERVICES

FAMILY AND COMMUNITY SUPPORT SERVICES DIVISION (FCSS)

POLICY AND PROCEDURES MANUAL
(REVISION DATE: December 2007)
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## FCSS INTERNAL ADMINISTRATIVE POLICIES AND PROCEDURES

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BACKGROUND

- The Family and Community Support Services program (FCSS) is a cost-shared program between the provincial Ministry of Children’s Services and The City of Calgary. Current authority for this function stems from CS82-16. General principles of the program were established under the Preventive Social Services Act.

- The FCSS Funding Allocation Model is based on the population of each participating municipality and is adjusted for the median income level of the municipality in relation to all other communities in Alberta.

- Important dates:
  - 1966 Agreement to participate with a program of preventive social services under The Preventive Social Services Act of Alberta and do all things necessary and convenient to establish and carry out preventive social services programs there under.
  - 1981 Change to Family and Community Support Services Act (See Appendix A).
  - 1997 FCSS Regulation revised by the Province through FCSS Act F1.1.

- Governing Legislation:
  - The Family and Community Support Services Act (F-1.1) assented to in 1981, is a preventive social services program funded jointly by the Province and the Municipality. Alberta Regulation 218/94 of the Act is the Conditional Agreement Regulation that defines the program. AR218/94 lists the specific obligations of the municipality, addresses source, use and reporting requirements of finances, and the formal agreements that must be signed to access these funds from the Province.

PURPOSE

- To provide guidelines for managing an FCSS program at the municipal level.
POLICY

- The FCSS program provides an 80/20 funding partnership between the Province and the Municipality to design and deliver social programs that are preventive in nature to promote and enhance well being among individuals, families, and communities. The programs depend on social service agencies, often involving volunteers in the management and delivery of programs.

PROCEDURES

- FCSS provides funding for preventive social services delivered at the community level to:
  - Promote, encourage and facilitate voluntarism.
  - Enhance, strengthen and stabilize family and community life.
  - Improve the ability of persons to identify and act upon their own social needs.
  - Help avert family and community social breakdown, or if early symptoms of social breakdown do appear, help preclude the development of a crisis that may require major intervention or rehabilitative measures.
  - Provide for the development of services based on clearly identified social needs and effective planning.
  - Encourage and facilitate cooperation and coordination with allied service agencies.
  - Promote citizen participation in planning, delivery and the governance of the program and of services funded by FCSS.
  - Promote effective and efficient use of resources.

- The program puts primary emphasis on planning and administration taking place at the municipal level with program delivery taking place at the community level.

- The following activities are included in planning and administering the program:
  - Planning and research regarding the overall program;
  - General consulting by the Municipality to the community with regard to the program;
  - Monitoring and evaluation of program services in the municipality;
  - Evaluating program service delivery effectiveness;
  - Advertising and promoting the program services in the community.

- Services provided under the FCSS program must:
  - be of a preventive nature;
  - help people develop independence & coping skills;
  - help people develop an awareness of social needs;
  - help people develop interpersonal and group skills;
o help people & communities assume responsibility for decisions & actions which affect them;
o provide supports that help sustain people as active participants in the community.

- Services provided under a program must NOT:
  o provide primarily for the recreation needs or leisure time pursuits of individuals;
o offer direct financial assistance to sustain an individual or family;
o be primarily rehabilitative in nature; or
o duplicate services that are ordinarily provided by a government or government agency.

**AMENDMENTS**

Original Policy Title: Preventive Social Services
Report Number: C66-141
Approved by: City Council
Effective Date: July 13, 1966
BACKGROUND

- FCSS funding is provided to Council-approved agencies on an ongoing basis, with annual approval by Council based on administrative recommendations. All agencies in receipt of FCSS or related funds are required to abide by the conditions contained in the Conditions of Funding Agreement (See Appendix B). The Agreement must be signed by authorized signing officers of the recipient agency.

PURPOSE

- To provide guidelines to allow agencies to receive funding without interruption between the calendar year end and Council’s approval of funding recommendations later in the new year.

- To articulate administrative process and accountability when administering an FCSS program.

POLICY

- Established projects may receive bridge funding at the approved rate, in the first quarter of the year, until City Council’s approval of Administration’s recommendation for continued funding.

PROCEDURES

- Payments to Agencies
  - Payments to agencies will normally be made in advance based on quarterly payment of the total approved allocation.
  - Payments to agencies may be withheld where it is evident that the project in question is in a surplus position. Withheld funds may be paid out within the current fiscal period where it can be determined that a surplus no longer exists.
  - Payments to agencies will normally continue into the next fiscal period, at the approved rate:
- Where there is every expectation that the project in question will continue to receive FCSS funds;
- Until a decision is made to either cease funding or a new approved allocation is determined; and
- On the condition that if continued funding is denied by City Council, some or all of the funds could be reclaimed.

  Payments to agencies are on a deficit basis with funding reduced in accordance with an agency’s ability to raise funds from other sources.
  In accordance with the Funding Agreement and Council’s approval (CS85-28) where agencies are jointly funded with the United Way, recoveries due to surpluses shall be proportional to the respective dollar allocations.
  Payments to agencies may be withheld where agencies are in default of required reports.
  Agencies which appear to be unstable will be paid monthly, rather than quarterly.
  Once the ongoing project’s funding has been increased, an additional catch-up payment will be processed after the funding agreement is signed.

- Payment to Municipalities

  Municipalities receive provincial grants for the FCSS funding in advance on the quarterly basis. Mill Rate funds are distributed as budgeted.

- Authorizing Administration and Planning Payments

  Accounting internal controls require that all invoices be authorized and approved for payment by the Manager.
  Invoices must be given to the Accounting Assistant, who prepares the cheque requisition, obtains the Manager’s authorization and forwards it to the Accounts Payable department for payment processing. Orders and payments for office supplies, printing and other office purchases are to be processed by the Divisional Secretary. The approval process remains the same.

- Other Sources of Revenue and Assignment of Fundraised Revenue

  Assignment of fundraising and donations revenue to the FCSS funded programs is important due to the following:

    - Allowing the FCSS dollars to go further in the community;
    - Maximizing the leveragability of the FCSS contribution;
    - Supporting the FCSS program in an equitable and fair manner;

  These funds should be assigned towards FCSS funded project according to the Board of Director’s policies. Proper allocations are important to ensure that projects achieve their objectives as planned.
- There is an expectation that the FCSS funded agency will contribute towards the FCSS funded project a minimum of 20% of the total project budget or present a plan to allocate the minimum amount over the next 2-3 years.
- The reasonable (proportionate) amount of not-budgeted, undesignated fundraised dollars is also expected to be assigned towards the FCSS funded project.
- If FCSS contributes funding to more than one program within the same agency, the minimum of 20% from other sources of revenue is to be considered across the Agency, not necessarily per project.

- **Project End Reconciliation**

  - All funded projects need to be reviewed, reconciled and signed out. Project end report and audited financial statements are to be provided within 3 months after project completion. The project end report must be reviewed by the Social Planner. The financial reports must be reconciled by the Resource Consultant. The project reconciliation letter is prepared and sent to the Agency.

  - Both Social Planner and the Resource Consultant sign the file closure form once the project is considered completed. The Administrative Assistant ensures that the file is up-to-date and closed in accordance with the Corporate Records Classification and Retention Schedule.

  - If the financial statements were not submitted on time, the Resource Assistant will contact the Agency regarding the report status. Failure to report on one project will impact future funding decisions to the agency.

- **Surplus Extension**

  - Surplus funds are any unexpended funds allocated to the FCSS funded program. They need to be returned to FCSS as they can only be used as the last source of revenue (deficit funding).

  - Written requests to extend a surplus need to be sent to the Manager of FCSS by December 31st of the year in which funds were under-expended.

  - A letter must explain specific reasons for under-expenditures and the amount (exact or estimated) to be carried over.

  - If the audited surplus differs from the originally requested surplus to be extended by less than $1,000, the approved extension will be based on audited financial statements.

  - If the discrepancy between the audited surplus amount and the surplus requested to carry over is greater than $1,000, the approved extension will be based on the lesser of these two amounts.

  - Surplus extensions requested at the time of the Financial Reporting (March) will not be considered for extension.

  - Surplus funds can only be retained for the same program and same objectives.

  - Extended surplus funds must be included in the following year’s audit and accounted for as additional funds.
AMENDMENTS

- This policy has not been amended.
BACKGROUND

- Multi-year funding began in the 2002 funding year following recommendations made in the 2001 Gerst report, FCSS Funding Framework Review. The purposes were threefold:
  - To reduce administrative tasks, both internally within the FCSS Division and externally within the agencies;
  - To increase the confidence of agencies that funding was secure;
  - To allow agencies to plan strategically over a longer time period.

- FCSS funding is provided to Council-approved, well-established agencies on a multi-year basis for three years, without the need to submit new applications. All agencies in receipt of FCSS or related funds are required to abide by the conditions contained in the Conditions of Funding Agreement. The Agreement must be signed by authorized signing officers of the recipient agency.

PURPOSE

- To provide guidelines to allow agencies to continue to receive funding without interruption for a period of three years.

POLICY

- Established projects may enter into a funding agreement for a consecutive three year period, without appearing before Committee or Council unless a review is requested or the project seeks a service level adjustment.

PROCEDURES

- Funding Agreement
  - All agencies in receipt of multi-year funding are required to abide by the conditions contained in the Conditions of Funding Agreement.
- Payments to agencies will be based on the same procedures as those to agencies receiving ongoing annual funding.
- Financial and program reporting will occur on an annual basis.
- For those agencies with a non-calendar year-end, an unaudited financial statement signed by the Board of Directors will be provided as at December 31 of each year of the contract. An audited statement will be provided annually within three months following the agency’s year-end.

- **Re-Opening Multi-Year Contracts**
  - Agencies with multi-year contracts will not be eligible for program expansion or cost increases for the duration of the contract unless significant, additional funds become available both provincially and municipally. Additional funds available for Consumer Price Index increases will be equally distributed to all agencies.
  - Agencies requesting expansion of programs already receiving funding will complete the Schedule A form – Funding Increase Request Explanation. A sample is attached as Appendix C.
  - Agencies requesting additional funds for new or existing programs will complete the standard application for funding.
  - Contracts for additional funds, whether expansion of an existing program or a new program will not exceed the length of the existing multi-year funding contract.

- **Business Plans**
  - Business Plans are a requirement for multi-year funding.
  - The business plan enables the agencies to present their requests for funding within the larger context of their individual programs, agency strategic plans, and the larger community.
  - The business plan is specific to the program receiving FCSS funding and will focus primarily on that part of the agency. However, the business plan will also describe the overall agency and its strategic plans. The business plan identifies:
    - program changes that may be necessary to accommodate demographic changes in Calgary;
    - budget implications of anticipated staff, space, insurance, technology, or other changes.
  - The purpose of business plans is to enhance longer term strategic planning within funded agencies through increased ability to:
    - identify the impact of changes in Calgary’s social environment on program and service delivery;
    - to plan for changes in the overall funding environment;
    - to develop plans for changes in administrative and other overhead costs over the upcoming three years;
- to provide planning information to FCSS staff;
- to identify future sector funding needs;
- to work collaboratively with other funders around identified future issues;
- to identify potential strategic initiatives; and
- to foresee challenges that may face the agency and the community.

AMENDMENTS

None
<table>
<thead>
<tr>
<th>Policy Title:</th>
<th>City Mill-Rate Project Funding</th>
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<td>N/A</td>
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<tr>
<td>Report Number:</td>
<td>N/A</td>
</tr>
<tr>
<td>Approved by:</td>
<td>Administration</td>
</tr>
<tr>
<td>Effective Date:</td>
<td>2000</td>
</tr>
<tr>
<td>Business Unit:</td>
<td>Community and Neighbourhood Services</td>
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**BACKGROUND**

- From time to time, FCSS funds community or internal projects using mill-rate dollars only.

**PURPOSE**

- To provide guidelines for managing contracts using mill-rate dollars only.

**POLICY**

- The policies and procedures outlined for FCSS cost-shared funding shall apply to City mill-rate funded projects unless specifically exempted. This may include other projects that may from time to time request City funding.

**PROCEDURES**

- All organizations receiving funding are expected to set measurable service objectives and must provide a project report detailing the activities, outputs, and outcomes of the service.

**AMENDMENTS**

- This policy has not been amended.
BACKGROUND

- Since 1999, the FCSS program has received notification of funding increases from the Province following the annual allocations to agencies. As these dollars were unallocated, a series of program envelopes were developed and approved by City Council to be allocated at the discretion of the General Manager of Community and Neighborhood Services. Since 2004, Delegated Signing Authority has moved approvals for these envelopes to the FCSS Manager. At the end of 2002, City Council approved the FCSS Stabilization Fund with an accumulated total of $3.3 million.

PURPOSE

- To define an administrative process for allocation and accountability of the FCSS Stabilization Fund.

POLICY

- The FCSS Stabilization Fund shall be allocated on a one-time basis through "envelopes" in 2004 - 2007 inclusive. Approximately $750,000 in one-time funding would be requested as an annual approval, through one time envelopes during the FCSS reviews. Additional funds remaining after 2007 would continue to be allocated in future years on a one-time basis.

PROCEDURES

- Allocation

  o FCSS will attempt to streamline the allocation of the FCSS Stabilization Fund, by considering two-thirds of the annual $750,000 at the time of reviews.
  o The remaining funds will be allocated during the spring and throughout the year for emerging issues.

- Eligibility

  o Preference will be given to projects that focus on capacity building (board development; governance; training); feasibility studies (needs assessments);
technology; Council recommendations; service coordination; emerging issues and other specific issues (such as heating and insurance costs).
  o Since these are FCSS funds, all allocations must be in accord with the FCSS Act.

- Duration
  
  o Projects funded through the FCSS Stabilization Fund must always end on December 31st of that year.

- Funding Agreement
  
  o All agencies receiving the FCSS Stabilization Funds are required to abide by the conditions contained in the FCSS Conditions of Funding Agreement.
  o Agencies applying for the FCSS Stabilization Fund during the annual review will utilize the FCSS Application Form. Those applying in the spring will use the FCSS Stabilization Fund – One Time Funding Form.
  o Agencies not currently receiving FCSS funding need to sign either:

    - a Letter of Agreement, to be signed by the Manager of FCSS and the agency Board of Directors or its representative, if the approved amount is less than $10,000. (A sample Letter of Agreement is attached as Appendix D) or
    - a Conditions of Funding Agreement form if the approved amount exceeds $10,000.

**AMENDMENTS**

- 2000: FCSS Annual Report
- 2001: FCSS Annual Report
- 2004: FCSS Annual Report
BACKGROUND

• During the period from 1982 - 1987, FCSS agency evaluations were undertaken on a fairly regular basis, although without specific terms of reference being established to ratify and guide the process. In 1990 (CS90-20), City Council approved a formal process and budget for FCSS to undertake project evaluations. The focus of the evaluations was primarily on individual agencies and/or projects as approved by City Council. In addition, the terms of reference outlined a significant role for the Standing Policy Committee on Community and Protective Services in annually selecting the agency/project to be evaluated, choosing external consultants to undertake the evaluation, chairing and participating on the evaluation steering committee, reviewing the final report and overseeing the implementation of recommendations.

• An initial budget of $100,000 was set aside to undertake the first group of four evaluations in 1990 and 1991. A further $40,000 (mill-rate) was added annually to augment the evaluation fund (Agency Review Reserve). The annual budget allocation of $40,000 was discontinued effective with the 2002 City budget, as part of Community and Neighborhood Services' approved operating budget reductions.

• The first set of evaluations, under the 1990 terms of reference, was undertaken during 1990-92. The Standing Policy Committee on Community and Protective Services continued to select additional agencies for evaluation and in 1998, an evaluation was undertaken on a group of similar agencies, seniors' drop-in centers. This became the first of what has developed into a new approach to evaluations - “Sector Reviews or Sector Evaluations”. Since the latter part of the 1990’s, several sector reviews have been undertaken and completed.

• The process for these sector reviews has also evolved since 1990. The process initially involved Council Members as outlined in the initial terms of reference; however due to other priorities and time restrictions, involvement of elected officials has decreased to where Administration now manages the process and reports on findings and resultant action during annual FCSS Reviews.

PURPOSE

• Unlike the original emphasis on individual agency management, effectiveness and efficiency, the new focus on sector needs and development, and the role of
This approach is consistent with the recommendations of the FCSS Framework Review (CPS01-55): “…collaborative sector-based planning networks for agencies and funders”. This approach coordinates efforts and initiatives by funders and service providers around a particular set of services. Joint reviews lead to joint change efforts. The change of focus from single agencies to sectors is also consistent with requirements for funded agencies to develop outcome plans, measure and report on achievements.

**POLICY**

- Terms of Reference:
  - Since 2000, FCSS has been jointly engaging in "sector reviews" or "sector evaluations" with other funders and agencies. These have been instrumental in developing a collective understanding of the state of various social service sectors in Calgary and establishing joint efforts to address areas of concern and further develop the sector. Terms of reference are intended to codify FCSS's participation in these initiatives and establish the guidelines for future agency and sector reviews.
  - Detailed terms of reference are developed for each sector review in concert with community stakeholders. These terms of reference are ratified by the Manager of FCSS and the Director of Community and Neighbourhood Services prior to proceeding with a review. Budget estimates are developed and contributions from participating funders are determined.

- Annual Sector Review Plan
  - Administration annually develops a plan and a budget for sector reviews for the upcoming year. This is developed in concert with other participating funders and sector agencies. The plan is approved by the Director of Community and Neighbourhood Services. Occasionally as well, a review may be undertaken on a single agency if issues of concern have become apparent which require an in-depth evaluation. These single agency evaluations may be undertaken solely by FCSS or jointly with other funders.

- Contracting to Specialists
  - A decision is made about soliciting a specialist or contractor to undertake the review of behalf of the funders and agencies. Proposals from external consultants are selected from bids generated through an open tendering process. The consultant selection is made by staff representatives from each of the participant funders. Sector reviews are guided by a steering committee
comprised of participating funders and agency representatives. One funder is generally assigned to hold the contract with the external consultant.

- Funding for Sector Reviews
  - The FCSS funding for the process is provided by drawing funds from the Agency and Agency and Sector Evaluation Fund (proposed name change from Agency Review Reserve). Since 2003, the Fund has been augmented annually, through a $25,000 allocation from the FCSS Program.

**PROCEDURES**

- Annually, during FCSS Reviews, Administration provides to the Standing Policy Committee on Community and Protective Services (while sitting as the FCSS Board), a summary of previously completed sector reviews, implementation plans, achievements and sector review plans for the current year.

**AMENDMENTS**

None
BACKGROUND

In addition to clear violations of The City's contract with funded agencies, FCSS may recommend that funding to an agency or program be reduced or eliminated under certain circumstances.

PURPOSE

These guidelines are not intended to be used in the case of reduced availability of funds from either the provincial or the municipal level, but rather when individual agency issues are identified.

POLICY

FCSS funds may be reduced or eliminated if serious concerns are observed in the following areas:

  o Management Practices or Governance Instability.
      - Under-spent or overspent funds over an extended period of time;
      - Frequent board and/or staff turnover (more than 75% in one year);
      - No current bylaws or policy manual;
      - Failing to follow bylaws, policies, or formalized procedures.

  o Fraud or Misconduct.
      - Failing to address a conflict of interest;
      - Conducting illegal business;
      - Workplace practices that are identified as unethical such as sexual harassment or racial discrimination and harassment;
      - Misuse or misstatement of funds.

  o Program Concerns.
      - The program no longer addresses priorities as set by City Council;
      - The program is identified as unresponsive to changing needs, trends, environment and demographics;
      - Client numbers or program outputs decrease significantly;
      - Failure to identify or define outcomes or develop a logic model;
- Failure to modify programs in response to outcomes that are not achieved;
- Failure to address sector priorities;
- Program outcomes that are not congruent with Council priorities;
- Significant shift in program without consultation with Community and Neighbourhood Services staff.

○ The reduction or elimination of funding can take place:

- Immediately (for contractual violations);
- At the next funding review (conduct or other identified problems);
- At the end of the current funding year (ongoing program concerns);
- Over a period of (three) years (in response to a shift in priorities).

PROCEDURES

• Process for reducing or eliminating funding is as follows:

  ○ The process must be open and transparent.
  ○ There needs to be collaboration with other program funders in making this decision.
  ○ All contacts and decisions must be documented.
  ○ Clear goals for the agency to meet must be set.
  ○ There needs to be clear communication with the appropriate agency contacts, including the Board of Directors and senior staff.

• The Social Planner will:

  ○ collaborate with and inform other funders of major concerns;
  ○ document all contacts and decision;
  ○ be clear with the agency about deficiencies and required changes;
  ○ communicate with all appropriate agency contacts including the C.E.O. and the Board President;

• The Manager of FCSS will be advised and consulted before making the final decision.

• If in the opinion of the Manager and the Social Planner, and other stakeholders (potentially including other funders and community representatives), issues may be resolved with some time and help:

  ○ The Social Planner will discuss outstanding issues with appropriate agency staff and board members during the contract year;
  ○ Discussions will be documented in the agency contact notes;
  ○ The Social Planner will write a letter to appropriate agency staff and board representatives, with a copy to the Manager of FCSS, requesting a response from the agency about the concerns;
If the agency appears to be addressing the issues to the satisfaction of the Social Planner and the Manager, and funding is recommended, the formal recommendation for funding during the annual FCSS Reviews will incorporate the changes that are needed to continue funding.

- If, in the opinion of the Social Planner and the Manager, and potentially other funders, it is unlikely that issues will be resolved over time,
  - the Social Planner will meet with the agency, and may involve the Manager;
  - the Social Planner will develop a letter to appropriate agency staff and board representative, to be signed by the Manager, identifying serious concerns.
  - the recommendation made during the annual FCSS Reviews will be that funding cease or be cut significantly.
  - the Social Planner will develop a letter to be signed by the Manager re-enforcing the “no” recommendation at least one month before the Standing Policy Committee on Community and Protective Services reviews FCSS funding recommendations. A copy of this letter will be forwarded to the Chair of CPS and the General Manager of Community Services and Protective Services.

AMENDMENTS

- This policy has not been amended.
BACKGROUND

- Because FCSS provides sustaining funding, and agencies receive funding from other sources that are time limited, FCSS frequently receives applications to continue programs that have lost funding or when program funding from other sources has been reduced.

- Assignment of fundraising and donations revenue to FCSS funded programs is important due to the following reasons:
  - allowing the FCSS dollars to go further in the community;
  - maximizing the leveragability of the FCSS contribution;
  - supporting the FCSS program in an equitable and fair manner.

PURPOSE

- The purpose of this policy is to clarify the situations in which FCSS would or would not replace funding from another level of government or other funding sources.

POLICY

- If the program is funded by other sustaining funders and then funding is withdrawn, FCSS will not replace those funds.

- If a program is funded by a program or a limited term funder and the funding ends with a favorable program evaluation, FCSS will likely recommend replacing funds, if resources are available and the program fits within the FCSS criteria.

- If another level of government changes policies, withdrawing funds, FCSS may replace funds depending on program evaluation and the fit with FCSS mandate and Council priorities.

- If an agency changes its emphasis on fundraising, FCSS will not replace funds.

- FCSS will not fund a fund-raising staff member.
PROCEDURES

- Funds should be assigned towards FCSS funded project according to the Board of Director’s policies.

- Proper allocations are important to ensure that projects achieve their objectives as planned.

- There is an expectation that the FCSS funded agency will contribute towards the FCSS funded project a minimum of 20% of the total project budget or present a plan to allocate the minimum amount over the next 2-3 years.

- The reasonable (proportionate) amount of not budgeted, undesignated fundraised dollars is also expected to be assigned towards the FCSS funded project.

- If FCSS contributes funding to more than one program within the same agency, the minimum of 20% from other sources of revenue is to be considered across the agency, not necessarily per project.

AMENDMENTS

- This policy has not been amended.
Policy Title: Sharing of Surplus Funds with United Way
Policy Number: CS85-28
Report Number: N/A
Approved by: City Council
Effective Date: 1985 May 6/7
Business Unit: Community and Neighbourhood Services

BACKGROUND

- A number of agencies funded by the City of Calgary FCSS are also funded by the United Way. On occasion, these agencies incur surpluses. To allow for the sharing of surplus funds with the United Way, City Council on 1985 May 6 and 7 approved a methodology for allocating funds.

POLICY

- When both the United Way and FCSS fund a program, any surpluses will be allocated between them based on the proportionate contribution of each party.

PROCEDURES

- The Resource Consultant:
  - calculates the total surplus funds;
  - calculates the percentage allocation of both funders;
  - applies this percentage to the amount of surplus;
  - advises the program and the United Way of the amount of the surplus;
  - ensures that the amount owing to The City of Calgary is received;
  - acknowledges the receipt of the amount owing.

- Example of allocation when the total surplus is $10,000:

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<tr>
<th>Funding</th>
<th>Percentage</th>
<th>Allocation of Surplus</th>
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<tr>
<td>United Way</td>
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<td>City of Calgary/FCSS</td>
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<td>TOTAL</td>
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AMENDMENTS

- 1993 May
Policy Title: Establishment of FCSS Priorities
Policy Number: CS89-97
Report Number: CSO90-12
Approved by: City Council
Effective Date: 1989 December 19
Business Unit: Community and Neighbourhood Services

BACKGROUND

• The Family and Community Support Services Act stipulates that funding priorities have to be established at the local level for the program to be truly responsive to community needs.

PURPOSE

• The setting of service priorities serves to rationalize the disbursement of FCSS funds and helps to ensure that established and emerging community needs are met.

POLICY

• Following each municipal election, the Standing Policy Committee on Community and Protective Services and members of Council will undertake a review of FCSS funding priorities and review all applications for FCSS funding. The priorities which are subsequently established by Council will remain in effect for three years until the next election and priority setting process.

PROCEDURES

• Shortly following each election, the Community and Neighbourhood Services Division Director will contact the Chairman of Community and Protective Services to schedule times for the Committee and Council to:
  o acquire knowledge about the FCSS program and services; and
  o establish client and service priorities for the upcoming three years.

• Upon the establishment of priorities, Administration will make recommendations for funding for each agency which reflect the priorities and specifically state where the agency’s services fall within the established set of priorities.

AMENDMENTS

• This policy has not been amended
BACKGROUND

During the initial development of the FCSS Funding Contract, appeal procedures were established for agencies in receipt of FCSS funding which was originally intended to be incorporated into the actual agreement. However, upon the suggestion of the City Solicitor that appeal procedures are not an essential element of the contract, it was subsequently detailed in a covering letter to the Contract.

At its meeting on 2006 March 6, the Standing Policy Committee on Community and Protective Services, sitting as the Board of FCSS, directed “That the appeals process be updated and formalized by administration and reported back through the S.P.C. on Community and Protective Services”.

Over time, a practice has evolved whereby agencies come to the S.P.C. on C.P.S. (sitting as the FCSS Calgary Board during the FCSS Reviews), to appeal Administrations’ recommendations for funding. The practice required the Board to both reallocate and ratify funding recommendations in the same meeting, and for Administration to hold funds unallocated for this purpose. Reallocations made at the meeting were sometimes inconsistent with broader social planning objectives and Council’s priorities.

PURPOSE:

This policy provides a framework and terms of reference for decision making by The FCSS Board and provides valuable strategic dialogue and direction for the FCSS funding program, primarily at the annual FCSS Funding Reviews.

The Terms of Reference for the FCSS Board specify its role:

1. To make funding allocations in line with the funding eligibility parameters set out in the FCSS Act and Regulations; and

2. To ratify or amend funding recommendations presented annually by the FCSS Administration.

FCSS Administration undertakes a rigorous review of all funding applications. Recommendations to the Board are made based on current sector plans, Council’s stated priorities for FCSS funding and careful consideration of the funds available. In spite of significant financial pressures (Calgary’s FCSS grant from the Province grew by
only 1.8% this year), FCSS agencies and FCSS Planners are working collaboratively and
planning systemically to cope with static funding resources.

A Reconsideration Sub-committee comprised of a minimum of three members of FCSS
Board (with the FCSS Manager as a resource) hears requests for reconsideration of
funding recommendations and reports their decision to requesters and to the Board at
the time of the FCSS Funding Reviews. Funds to accommodate reconsiderations will
be drawn from the sum available for an across-the-board Consumer Price Index
adjustment. All funds not granted after reconsiderations, will be distributed
proportionally across all funded agencies as a CPI adjustment in keeping with CPS01-
55, Review of FCSS Funding Framework.

This approach allows for neutral Board involvement in reconsidering funding
recommendations while using all allocated funds for preventive social service
agencies. The decision to use a subcommittee creates the opportunity for
reconsiderations to be discussed and considered in advance of reviews.

POLICY

• Local agencies in receipt of or applying for funding through the FCSS program
have the right to appeal administrative decisions affecting the agency.

• Provision has been made for different types of appeals to be made at the various
levels of the administrative structure and through the political mechanism of the
Standing Policy Committee on Community and Protective Services, while seating
as the FCSS Board. Copies of this policy are made available to all agencies in
receipt of FCSS funding and to any other agencies requesting a copy.

Terms of Reference:

.o To hear concerns from non-profit community agencies about the funding
recommendations made by Administration; and
.o To report to the Board of FCSS on recommendations to either amend or
ratify Administration’s original recommendations.

Composition:

.o Up to three aldermen currently serving as members of the SPC on
Community and Protective Services.

Term:

.o One meeting annually, at a date to be determined, during the period
between the public distribution of the FCSS recommendations and the
next Special Meeting of the SPC sitting as the Board of FCSS.
Term Expiry:

- Immediately following the next special meeting of the SPC sitting as the Board of FCSS.

Meetings:

- As required, at the call of the Chair of the SPC on CPS.

Quorum:

- 3 members of Committee

Resource Staff:

- Black, Ms. Katie, Manager of FCSS (268-5155)
- Branch, Mr. Chris, Director of Community and Neighborhood Services (268-5163)
- Skriver, Leona, FCSS (268-1067)

Administrative Contact

Ms. Katie Black (Manager)
FCSS-Calgary
The City of Calgary (8116)
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Calgary AB T2P 2M5
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e-mail: Katie.black@calgary.ca

Reports to:

Community and Protective Services Committee

PROCEDURE

- Where any difficulty arises, the Social Planner immediately involved will make every effort to resolve it with the appropriate agency representatives;

- If a satisfactory settlement is not obtained at Step 1, the agency may submit an appeal in writing to the Director of Community and Neighborhood Services;

- If a satisfactory settlement is not obtained at Step 2, the agency may submit the appeal in writing to the General Manager of Community Services and Protective Services; and
If a satisfactory settlement is not obtained at Step 3, the project may submit the appeal in writing to the Standing Policy Committee on Community and Protective Services, with information to the General Manager of Community Services and Protective Services, and the Reconsideration Sub-committee reviews the information and ensures the following:

- Reconsideration Sub-committee, reporting to the FCSS Board, recommends funding decisions to be considered by Council;
- A minimum of three members of FCSS Board with FCSS Manager as a resource serve as the Reconsideration Sub-committee;
- Reconsideration occurs after Administration has made its recommendations, but prior to ratification at FCSS Funding Reviews; and
- Any funding adjustments would be made from those funds set aside for across-the-board CPI adjustments. Funds are available for reconsiderations if necessary, but need not be held for this purpose. Additional allocations made will result in a lower across-the-board CPI allocation. In a year of zero growth or cut-backs, funds would only be available if an agency were to be de-funded.

**AMENDMENTS**

This policy was previously named FCSS Appeal Procedures and has been re-named **FCSS Funding Reconsideration Policy** after the approval of the creation of the reconsideration Sub-committee 2007 January 8.

2007 January 8 Creation of an FCSS Sub-committee comprised of a minimum of three members of the FCSS Board, with the FCSS Manager as a resource (CPS2006-75).

2007 January 8 Approaches to FCSS requests for reconsideration of funding recommendations (CPS2006-75).

2007 February 7 Terms of reference for the FCSS reconsideration Sub-committee (CPS2007-09).

*Creation of a Reconsideration Sub-committee was approved by Council 2007 January 8 and is composed of a minimum of three members of the FCSS Board (with the FCSS Manager as a resource). The Subcommittee serves to hear requests for reconsideration of funding and reports their decision to requesters and to the Board at the time of the FCSS Funding Reviews.*
BACKGROUND

- In 2001, FCSS began incorporating a formal logic model as part of the funding application process. The impetus for this new process was three-fold:
  - Community expectation and experience suggests that the use of logic models to articulate expected service delivery is becoming common-place as part of the responsibility of funders to account for expenditures;
  - A more formalized system of outcome measurement has been established at the provincial level. With the development of the Canadian Outcomes Research Institute’s (CORI) database, it has become technically possible to aggregate statistics both municipally and provincially, enhancing the ability of all FCSS programs to present a more concrete picture of service accomplishments;
  - The City of Calgary is using similar language to present annual business plans.

- In 2001, the Provincial FCSS program pilot tested program logic models with FCSS programs as the basis to redevelop the CORI system to accommodate FCSS community level outcome monitoring and reporting needs. CORI works closely with FCSS agencies on an ongoing basis, to train and support agencies to use the CORI system. The benefits of the system are:
  - FCSS agencies have the capacity for outcome monitoring on an ongoing basis, using a common model built within a continuous improvement framework.
  - The CORI computer system is designed such that all FCSS community agencies will have the opportunity to become members of the CORI project and their evaluation/accountability requirements will be accommodated for a minimal fee.
  - Alberta-wide FCSS outcome evaluation will be computerized and automated aggregation will be able to occur to produce meaningful provincial reports.

PURPOSE

- To outline the position and role of FCSS Calgary in the development and implementation of outcome measurements and the use of logic models.

POLICY
• FCSS endorses the use of outcomes measurement and the utilization of the CORI database for reporting purposes.

• FCSS will take a phased-in approach to support agencies to move towards outcomes measurement by providing resources to build agencies' capacities in this area.

PROCEDURES

• Ongoing funded agencies will be provided with extra resources, when available, to develop their logic model and utilize the CORI computer system to record and report on their outcomes.

• New applications for FCSS funding are required to complete the entire logic model in their application, and they must also have the technical capacity (computer and Internet access) to use the CORI Database.

AMENDMENTS

This policy has not been amended.
Background

The FCSS Association of Alberta (FCSSAA) was formed in 1977 to provide a province-wide organization for FCSS Boards and advisory committees. In addition, regional groups have been formed as offshoots of the parent Association to address what may be regional issues. Calgary is part of the Calgary/Bow River Region which includes FCSS programs of Nanton, Banff, Airdrie, High River, Okotoks, Cochrane, Canmore, Black Diamond, Turner Valley, Blackie, Crossfield, Irricana, Wheatland County and the Stoney Tribal Administration.

Purpose

To provide a procedure for appointing a representative to the FCSSAA.

Policy

Calgary is a member of the FCSSAA. The Standing Policy Committee on Community and Protective Services, acting as the FCSS Board for Calgary, appoints one representative to the FCSSAA Board to serve a one-year term.

Procedures

Annually, SPC on CPS makes decisions regarding retaining or terminating FCSSAA membership and appointing one member to the FCSSAA Board.

Payment for membership is budgeted within the Community and Neighbourhood Services Business Unit budget (FCSS Admin and Planning).

Payment is made upon a formal decision by SPC on CPS and City Council to obtain or retain membership.

With a decision to be a member, Community and Protective Services Committee annually appoints one representative to the FCSSAA Board, including the Calgary/Bow River Region.

Membership provides voting privileges at the Annual General Meeting held at different locations each Fall.
AMENDMENTS

- This policy has not been amended.
BACKGROUND

- During the 2001 FCSS Funding Reviews (CPS2001-13), the Standing Policy Committee on Community and Protective Services recommended:

"That the Administration be requested to lead consultation with the community stakeholders around the issue of support services for families with children experiencing medical and/or mental health challenges, such consultation to focus on improved community strategies for funding, co-ordination, effectiveness and awareness; and further, that the Administration report back to the S.P.C. on Community and Protective Services no later than 2002 February."

- Periodically FCSS receives funding requests for programs to support families who are parenting a child with a physical or mental health challenge. FCSS has had limited ability to provide funding in this area, due to mandate limitations as defined in the FCSS Act. During the 1990’s, FCSS moved away from providing support to programs which had a medical treatment focus (CS90-20).

- In 2001, new funding requests from two organizations were turned down – Schizophrenia Society of Alberta and Society for the Treatment of Autism. It was during discussion of these appeals that FCSS was asked to investigate this issue to increase understanding of the challenges facing these families as well as identify possible actions to improve community response.

- Community and Neighbourhood Services undertook a community consultation process on support services to families of children with special needs, from November 2001 to February 2002. An external consultant was contracted to assist this process. The consultation identified primary issues, gaps and challenges in the provision of family support services and solicited recommendations and potential strategies to address gaps and challenges.

PURPOSE

- To clarify FCSS roles and funding priorities in the area of services for children with special needs.

- To guide Administration recommendations for the allocation of FCSS funds.
POLICY

• Families with special needs children are experiencing challenges to meet their needs with the current level of service. FCSS is a small funder in this sector and has limited capacity to address the broader needs.

• In the past, City Council has recognized that funding demands in a variety of areas far exceed the availability of FCSS funding capability. In sectors where potential mandate/funding overlaps exists, consistent efforts have been taken to carefully identify FCSS’s most appropriate role and where community investment can have the greatest impact, while upholding the FCSS Act and Regulation.

• In this case, FCSS does not have the capacity to address all the needs of this sector, nor to play a leading role in developing this service sector. However, it could help contribute in the following ways:
  o Prevention:
    - FCSS is a key player in the area of prevention in general, as mandated by the FCSS Act. FCSS will continue in this role, contributing to this service delivery approach.
  o Service Access and Coordination:
    - FCSS will participate in joint systems-wide planning among major funders and/or service providers.
    - FCSS will give priority to programs that provide comprehensive and integrated family support services and which serve children with a broad range of health related issues, rather than those programs that have a condition-specific focus.

PROCEDURES

• Administration, when considering potential FCSS programs which address children with health related challenges, continues to give priority to those programs, which:
  o focus clearly on “prevention”, rather than “therapy, treatment or rehabilitation”;
  o enhance service coordination and integration in this sector;
  o provide comprehensive and integrated family support services, which serve children with a broader range of medical and/or mental health challenges, rather than those programs that have a condition-specific focus.

AMENDMENTS

None
BACKGROUND

• Community Resource Centers (CRCs) were introduced in the late 1990s by Calgary Region 3 Child and Family Services Authority (CFSA), following a shift of service focus towards community-based, integrated services. CRCs are incorporated as non-profit organizations, comprised of community members and representatives of community service agencies. They are intended to coordinate services to meet the community’s needs; to facilitate the development of community support networks within the community; and, to advocate around issues affecting children, youth, seniors, and families in the community.

• Since their inception, there has been considerable debate about CRCs around issues such as:
  o under whose mandate do CRC’s fall?
  o whose responsibility is it to provide on-going financial support to CRCs?

PURPOSE

• The purpose of this policy is to clarify the roles and responsibilities of the three main funders involved (namely, Region 3 Child and Family Services Authority, FCSS and The United Way of Calgary and Area), with regard to the funding and support of CRCs in the city of Calgary.

POLICY

• All three funders share the responsibility of supporting CRCs to enhance community-based services.

• Region 3 CFSA provides funding support to CRCs for “core services”, such as service coordination and basic infrastructure needs, including office rent and administrative support.

• FCSS provides funding to CRC-affiliated agencies for preventive social services, such as, but not limited to, volunteer coordination, youth support, family support, counseling and community development.

• FCSS-funded programs are provided by an affiliated agency in partnership with a CRC and may or may not be physically located at a CRC.
• United Way provides funding to CRC-affiliated agencies and other organizations to support broad community-based initiatives, which complement the efforts of CRCs and which promote the well-being of the broader community, such as family resource centers.

PROCEDURES

• FCSS endorses the CRC Funding Framework and the vision of CRCs to be a hub of community services, coordinating existing services rather than providing direct services.

• FCSS does not provide funding directly to a CRC, unless such funding relationships existed prior to the agency being designated as a CRC. In such cases, FCSS maintains its previous level of direct funding, but does not support future growth.

• FCSS requires a partnership agreement to be completed between the applying agency and a CRC, which outlines details of their collaboration and service provision.

AMENDMENTS

None
BACKGROUND

- The internet, email and computer technology have become central to the ways voluntary organizations work with each other, their clients, their communities and with funders. In addition, FCSS is requiring funded organizations to develop program logic models and report their outcomes electronically using or through the Canadian Outcomes Research Institute Database. These new ways of working have led to changing funding needs in the voluntary sector that must be recognized by funders.

- Agencies and funders are required to know where technology fits in when planning and responding to new initiatives. Thinking about technology has shifted from “boxes, cables and software” to strategic, mission-driven uses of the internet and other networked tools.

PURPOSE

- The purpose of this policy is to ensure organizations have adequate computer technology, training and support to conduct their business and to report their outcomes to FCSS.

POLICY

- Organization receiving FCSS funding only
  - The agency must have a technology plan that demonstrates how technology will further its mission and goals (technology is a tool, not an end in itself).
  - The agency must incorporate upgrade, maintenance and support costs, to a maximum of $3,000 per computer per year or two to three percent of the annual agency budget. Alternatively, agencies can present a detailed technology plan similar to a program plan.

- Organizations receiving funding from multiple funders
  - The costs of technology upgrade, maintenance and support should be proportionately covered by all the funders involved.
PROCEDURES

- Social Planner must ensure that the agency has a technology plan that is congruent with the agency’s mission and strategic plan by asking the following questions:
  - Why is this technology (i.e. computers and software) needed?
  - How will it be used for data collection?
  - How will staff be trained to use the hardware and software?
  - How available and accessible are the trainers?
  - How frequently will this technology be used?
  - What software programs are required? Why?
  - What technical support is available for both the hardware and the software?
  - List current inventory of computers and the dates they were purchased.
  - Has the agency conducted an Information Technology Study?
  - How does this request comply with the recommendations of that study?

AMENDMENTS

- This policy has not been amended.
POLICIES AND PROCEDURES EXPECTED OF FUNDED AGENCIES
BACKGROUND

- In its decision of 1982 March 22, City Council directed that religious and political organizations who apply for FCSS funding must meet specific policy conditions.

PURPOSE

- As part of the application process, FCSS informs all applicant agencies of the policies which must be adopted prior to the provision of any FCSS funding. Funded agencies are required, as stipulated in the funding agreement, to provide documentation demonstrating the establishment or maintenance of specific policies.

POLICY

- Sponsorship
  - The sponsoring organization refers to the organization which initiates and undertakes to establish an agency or service to respond to a particular community need.
    - The sponsoring organization explicitly states its intention to make the proposed service available to clients without regard to their beliefs, religion, or political persuasion.
    - The sponsoring organization explicitly states its intention to avoid use of the proposed service as a means of attempting to convert clients from one faith, opinion, creed or party to another.
    - The sponsoring organization explicitly states that a minimum of 20% of the Board will be comprised of persons from its community at large without affiliation with the sponsoring organization (as compared to those with an affiliation to the sponsoring organization).

- Governance, Management and Administration
  - Governance, Management and Administration refers to the elected Board established to determine policies and priorities and oversee the day to day operations of the agency.
operation of the agency or services. Some reporting mechanism usually exists between this level and the sponsoring organization.

- The Board of Directors enact bylaws, which in respect to staff hiring policies and practice, shall be in accordance with current human rights legislation within the Province of Alberta.
- The Board of Directors shall explicitly state, with respect to service delivery, that the service is open to all citizens, regardless of race, religion, political or other affiliation and age.
- The Board of Directors shall establish a framework for practice which encourages fair and open discussion of alternatives for service.

- **Professional Conduct**
  
  - Professional conduct refers to the performance of staff at the service delivery level of the agency.
  
  - Professional staff shall be qualified and certified according to the standards of the appropriate professional bodies and relevant Acts governing the operation of those professional bodies.
  - Professional staff shall be able to demonstrate skills as required by the appropriate professional bodies.
  - Professional staff shall be governed by the professional codes of ethics of their respective professional bodies.
  - Professional staff shall provide service to clients without regard to the race, religion, political or other persuasions as set out in human rights legislation in Alberta, and without regard to age except as allowed for by legislation.
  - Professional staff shall not coerce clients to adopt any religious, political, moral, medical, philosophical or other points of view during the exercise of service delivery.
  - Professional staff shall cause clients to become aware of all relevant choices for treatment service, or treatment outcome and the responsibilities and/or consequences of each choice.
  - When any or all of the above conditions are not governed by legislation or professional standard, The City may, in consultation with appropriate bodies, establish reasonable standards for the conduct of the specific services.

**PROCEDURES**

None

**AMENDMENTS**

None
BACKGROUND

The following guidelines were developed internally and adopted by Council on 1987 October 5 as the basis for internal grievance procedures which all FCSS funded agencies are required to have in place.

PURPOSE

As part of the application process, FCSS informs all applicant agencies of the policies which must be adopted prior to the provision of any FCSS funding. Funded agencies are required, as stipulated in the funding agreement, to provide documentation demonstrating the establishment or maintenance of specific policies.

POLICY

The Department has made a distinction between client and service complaints in order to clarify two major categories of possible grievances. Client complaints would be focused upon the individual staff or volunteer performance during a particular interaction. Service complaints on the other hand, focus on the policy and procedure framework of an agency thereby involving issues which fall outside the discretionary control of individual staff or volunteers. The proposed guidelines can be used to develop a procedure to address both types of complaints.

The method for handling the two identified types of grievances needs to vary only minimally with the major distinction being in the level of the organization at which the appeal is initially filed. Normally, attempts to resolve client complaints should occur first with the staff or volunteer directly involved. Service complaints, however, by definition, should require initial involvement from a senior staff person such as the Executive Director.

Internal Guidelines

The following guidelines have been developed as the proposed basis for internal grievance procedures. The guidelines are based on a series of graduated steps intended to ensure that issues are resolved at the lowest
appropriate level of the agency structure, and provide a fair hearing for client or service grievances. In general terms, these guidelines are consistent with the procedures suggested for this purpose by the Child Welfare League of America and do not replace the clients’ right to make an immediate complaint to the appropriate professional body.

- At the time a complaint occurs, the client is to be provided with a copy of the agency’s grievance policy and procedure.
- The client is to be encouraged to resolve any difficulties directly with the party and/or the immediate supervisor involved, verbally and informally.
- Where a complaint/grievance cannot be resolved at the first level, a client shall be advised of the right to file a formal grievance.
- All formal grievances shall be in writing, signed, and provided to the Executive Director or other designated senior staff person of the agency.
- At all levels of grievance, the procedures shall include time lines for responding to the client complaints.
- At all levels of the grievance process, the agency response shall be in writing and advise the client of additional levels of appeal where subsequent levels in the process remain.
- The final step of an appeal shall include external representation by person(s) who are considered expert in the field. A member of the Board should also be considered for participation in the final appeal process.
- The availability of a grievance procedure shall be included in all agency literature designed for client use and on client forms.
- Any client not satisfied with the outcome of an appeal to the agency shall, where applicable, be advised of their possible right to lodge a complaint with the appropriate professional association and a copy of the complaint shall be forwarded to the FCSS Division for information only.
- Registered professional staff shall ensure that volunteers are instructed in, and provided with, a copy of the appropriate professional code of ethics.

**PROCEDURES**

- **Role of Professional Associations**
  - All clients of professionals registered under an act can appeal directly to the appropriate professional association, such as the Alberta College of Social Workers (ACSW) and the Psychologists’ Association of Alberta (PAA). These professional associations have their own internal procedures for handling complaints filed against registered members of the respective association. Because a large number of volunteers are used in FCSS agencies, the accountability registered professionals hold for the recruitment, supervision, training, and general performance of volunteers may also be determined.
  - Both ACSW and PAA have indicated they would consider complaints against registered professionals to the degree that it could be shown that such a practitioner supervising/teaching a volunteer acted in a manner that was not
consistent with ethical or competent professional practice. Consequently, in order to encourage that all professional staff employed by FCSS funded agencies be accountable for their professional practice to their respective associations, the Community and Neighbourhood Services Business Unit will discuss with FCSS funded agencies the impact of registering professional staff.

**AMENDMENTS**

None
BACKGROUND

- In its decision of 1979 April 3, City Council directed that counseling agencies abide by the following policy.

PURPOSE

- As part of the application process, FCSS informs all applicant agencies of the policies which must be adopted prior to the provision of any FCSS funding. Funded agencies are required, as stipulated in the funding agreement, to provide documentation demonstrating the establishment or maintenance of specific policies.

POLICY

- Counseling agencies receiving FCSS funds are required:
  - To present a set of guidelines consistent with valid professional social work principles for use in supporting people experiencing an unplanned pregnancy.
  - To present constructive, unbiased options when counseling on birth control, fertility, planned parenthood and unplanned pregnancy.

PROCEDURES

- Administration, when considering FCSS programs which provide counseling and support for unplanned pregnancy will ensure agencies have adequate policies in place to address the intent of the policy.

- The Social Planner will review the agency’s policies and procedures with regard to the FCSS unplanned pregnancy policy through the multi-year funding review process and during the application phase for any newly funded FCSS agencies.
AMENDMENTS

- This policy has been amended in accordance with the Freedom of Information and Protection of Privacy Act and the Alberta Health Act in 2005.
BACKGROUND

- At its meeting of 1986 April 22, City Council reviewed the issue of potential for conflict of interest among board members of publicly funded agencies. The issue arose due to a perceived conflict of interest within the board of an organization applying for funding.

- Conflicts of interest may arise where a board member of an organization has the opportunity to influence the board on matters that would benefit the board member personally. This may take the form of a board member tendering on a project for which the organization will receive public funds. It may also involve a situation where a board member, who has been providing consultation without charging a fee, begins a professional relationship with the organization. The City does not have the jurisdiction to influence decisions if the organization uses internal resources to fund projects that benefit a board member. However, the City may provide consultation to the board about ethical conduct. The issue becomes more apparent where the organization uses public funds.

PURPOSE

- To minimize the potential of public funds being used for personal gains and to provide guidelines for the ethical conduct of board members.

POLICY

- A member of a board must immediately resign from his/her position on the board upon submitting a tender or pursuing a contract with the organization with which they are affiliated. A member of a board should identify at the earliest opportunity their intentions to consider tendering or pursuing a contract with an organization.

- This policy is congruent with The City of Calgary’s Code of Ethics.

PROCEDURES

- N/A
AMENDMENTS

- This policy has not been amended.
Policy Title: Hiring Consultants
Policy Number: N/A
Report Number: N/A
Approved by: Administration
Effective Date: 2002
Business Unit: Community and Neighbourhood Services

BACKGROUND

• FCSS frequently uses external consultants to provide a variety of services that require resources greater than those available within the FCSS team.

• Some examples include Sector Reviews, Outcome Measurement Logic Model development and the FCSS Program Redesign.

PURPOSE

• To define parameters when contracting with external service providers for limited term reports or projects with specific purposes, that are beyond the ability or resources of the FCSS staff members.

POLICY

• For contracts in excess of $5,000 (five thousand), a purchase order is required. The procedure to follow is outlined in the Fleet and Supply Management Website. For projects of this size, a Request for Proposals (RFP) is required.

• For contracts of $5,000 or less, a letter contact must be signed (see Appendix E for a sample).

PROCEDURES

• Develop a Terms of Reference, including community representation, if appropriate.

• Include the Terms of Reference in a Request for Proposals, giving the value of the contract, objectives, timelines, key deliverables, a due date and a contact name.

• The RFP can be directed to a select list of consultants or more broadly in the media. A list of frequently used consultants is available at S:FCSS/FA – Finance & Accounting/FA23 – Grants & Funding – By the City/List of Consultants.

• Review the proposals.
• Interview a selection of responders.

• Offer the contract to the candidate of choice.

• Clarify assumptions with the consultant, agreeing on timelines and deliverables.

• Ask the consultant to develop a contract specifying the terms as agreed, including a payment schedule.

• Review the proposed contract, renegotiate as needed.

• Have the final contract signed by the consultant and the Division Manager.

• Review progress at previously agreed upon intervals.

• Review the consultant’s invoices and approve as applicable. Direct the invoice(s) to the Division Manager for approval.

• If the project is jointly funded with other funders or participants, ensure that the payment terms are agreed upon by all participants. It may be appropriate to appoint a fiscal agent for the project to ensure that all participants agree that the project is advancing or completed as agreed before payment is made.

**AMENDMENTS**

• This policy has not been amended.
Policy Title:     Staff Attendance at Conferences  
Policy Number: N/A  
Report Number: N/A  
Approved by: Administration  
Effective Date: 2004 May 26  
Business Unit: Community and Neighbourhood Services  

BACKGROUND  
• Training resources within Community and Neighbourhood Services and FCSS are limited.  

PURPOSE  
• To allocate training and development resources equitably and effectively.  

POLICY  
• Staff are encouraged to include a training/development plan in their annual performance plan, and whenever possible (given time, resources and level of convergence between individual plans and job requirements), these will be supported by the employer.  

• The further the gap between personal goals and the application to the job, the greater the responsibility of the staff to dedicate their own time and money to the training.  

• Annually, the team will develop a training plan based on shared goals and shared resources.  

• When there are shared professional development goals, the team will look for opportunities to share resources and develop group training.  

• If the cost of the conference exceeds the annual allocation to the staff, and it is explicitly linked to the job requirements, the team will decide on the allocation of additional resources.  

• The employer will pay for membership fees when they are mandated by the profession.  

PROCEDURES
• Annual Budget Allocation for Staff Development/Business Costs.

<table>
<thead>
<tr>
<th>Position</th>
<th>Conference Expenses</th>
<th>Courses/Seminars</th>
<th>Business Travel</th>
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<td>$500</td>
<td></td>
<td>$986</td>
</tr>
</tbody>
</table>

*are able to move within categories

• Conferences:
  o $850 for each of the professional staff to attend conferences (hotels, meals, and travel)
  o $337 for each of four staff. (Three of the administrative staff may be attending a conference organized by a Professional Administrative Assistants' Association).
  o Provincial FCSS Directors’ Meetings.

• Courses and Seminars:
  o $200 for each of the professional staff to take courses/seminars as per their professional development standards.
  o $250 for each of the administrative staff for computer skills and upgrade courses.

• Business Travel:
  o $300 for each of the professional staff for business travel (out of town meetings, seminars).
  o $900 is the estimated travel cost for the Manager for Directors’ Network meetings, as well as Manager and Social Planner travel for conference planning.

**AMENDMENTS**

• July 2005.
BACKGROUND

- In 2000, The City of Calgary made significant changes to its filing policy and instituted a new Corporate Records Classification and Retention Schedule.

PURPOSE

- To ensure that FCSS files meet the current standards set by the Corporation in 2000.

POLICY

- All FCSS project and administration files must be kept current with information placed on the file according to the following procedures.

PROCEDURES

- All incoming and outgoing correspondence should be placed on the file.

- Creating new agency files:
  - FA23-03FC (to contain all general correspondence pertaining to the Agency) (Code in IRIMS). One per agency.
  - LE-07FC (to contain the contract and anything specifically pertaining to the contract and specific programs mentioned or attached to the contract [i.e., one time envelope funding]) (1 file backer per contract) (Code in IRIMS)
  - “P” = Permanent - not coded in IRIMS; updated annually with newly submitted Agency information (Insurance certificate; Society certificate; Board of Directors; Bylaws)

  - Annually (December - or before year end) all Agency files require a new FA23-03FC file (backer).
  - Contract files will only require a new file backer when contract has expired and agency/programs have successfully been approved for the next year(s) of funding.
- Newly funded projects/agencies will require: LE07FC; FA23-03FC and “P” file backers in an accordion folder.
- Generate the new Folder ID by entering IRIMS; finding the current year’s folder and “Copy to new folder”; changing the date to the new year.
- New labels can be printed via IRIMS or “Export” from IRIMS into Excel and use as merge data* (* preferred method)

- Creating a new file (not agency file)
  - Staff member will determine the File Classification of the material requiring a new folder using the IRIMS binder or online: http://www.clerks.gov.calgary.ab.ca/documents/records2001/index.html
  - Administrative Support staff member will enter information into IRIMS including start/end date; folder location; name etc.
  - Administrative Support will create the folder with label(s) including Folder ID; to/from date and file name.
  - Administrative Support will update the ‘Mini Directories’ located on “S”: Common CS: AD05. (Numerical and Alphabetical Mini Directories).
  - Administrative Support will print and post the updated file list for staff member and in the file storage room (for general use).

- Transferring Records to Storage & Year End File Procedures.
  - The Business Unit’s BURC will instruct each Business Unit on the current procedures at each year end. Follow the instructions from the BURC.
  - Refer to Page 03-02-02 in the IRIMS Manual for exact instructions for Transferring Records to Iron Mountain.

- “Clause Closet”
  - A collection of ‘copy’ material exists in room 7D3 known as the “Clause Closet” which includes Committee Reports, FCSS Annual Reports and Reports reviewing specific issues.
  - The bookshelves are identified as Bookcase 1, Bookcase 2; Bookcase 3.
  - Each bookcase has numbered shelves (Shelf 1, 2, 3 etc.).
  - Each Report is numbered: 1, 2, 3, 4….etc.
  - A Report Index is found on Bookcase 3; Shelf 3. E.g.: a report listed as 3-3-10 would be found on Bookcase 3; Shelf 3; Report 10. This index will guide readers to the reports found in the “Clause Closet”.

**AMENDMENTS**

- August 2005.
OTHER CORPORATE POLICIES AND PROCEDURES OF INTEREST TO THE FCSS DIVISION
In addition to the above policies and procedures specific to the FCSS Division, there are numerous policies that are Corporate-wide with implications to the operation of the FCSS program. These are:

- Acceptable use of City technology
- Signing authority
- Engage! Policy
- Integrated Risk Management Policy
- City of Calgary Archives - Policy and Procedures Manual
- Code of Conduct
- Substance Abuse Policy
- Respectful Workplace Policy
- Workplace Smoking Policy
- Freedom of Information and Protection of Privacy Act
- Creation of new City of Calgary Identifiers
- Working Alone Safely
- Accommodation Policy/Guidelines
- Flexible Work Options
- Re-hirement Policy Guidelines
- Leases for the purpose of delivering social services
HER MAJESTY, by and with the advice and consent of the Legislative Assembly of Alberta, enacts as follows:

Definitions

1 In this Act, “Minister” means the Minister determined under section 16 of the Government Organization Act as the Minister responsible for this Act; “municipality” means a city, town, village, municipal district or Metis settlement, in respect of an improvement district, the Minister responsible for the Municipal Government Act, in respect of a special area, the Minister responsible for the Special Areas Act, a school board, a hospital board or a regional health authority under the Regional Health Authorities Act in respect of a national park of Canada, or the Government of Canada in respect of an Indian reserve; “program” means a family and community support services program determined in accordance with section 7(a).

Powers of municipalities

2 A municipality may provide for the establishment, administration and operation of a family and community support services program within the municipality, and
enter into agreements with other municipalities to provide for the establishment, administration and operation of joint family and community support services programs.

1981 c F-1.1 s2

Agreements

3(1) Subject to subsection (4), the Minister may enter into agreements with municipalities for the establishment, administration and operation of programs.

(2) Where 2 or more municipalities have entered into an agreement under section 2(b), the Minister may enter into an agreement with one municipality acting on behalf of the other municipality or municipalities for the establishment, administration and operation of a program.

(3) Where, pursuant to an agreement mentioned in subsection (1) or (2), a municipality provides for the establishment, administration and operation of a program in a manner that is satisfactory to the Minister, the Minister may pay the municipality an amount not exceeding 80% of the costs of the program.

(4) The Minister may only enter into an agreement with the Government of Canada in respect of an Indian reserve on the request of the Council of the Indian band.

1981 c F-1.1 s3

Advances to municipalities

4 Where a municipality provides for the establishment, administration and operation of a program pursuant to an agreement made under section 3(1) or (2), the Minister may make advance payments to the municipality in respect of the cost of the program, and those advance payments shall be deducted from any money that is to be paid pursuant to section 3.

1981 c F-1.1 s4

Examination of books and records

5 Where a municipality provides for the establishment, administration and operation of a program pursuant to an agreement made under section 3(1) or (2), the Minister may, after consultation with the municipality, direct any person to examine the books, records and other documents of the municipality that relate to the program, and for that purpose the books, records and other documents may be removed temporarily to make copies.

1981 c F-1.1 s5

Audited financial statements
6(1) A municipality receiving a payment under section 3 shall prepare and submit to the Minister an audited financial statement in respect of the program and any other information that the Minister may require when so directed by the Minister.

(2) Where the audited financial statement shows that there are unexpended funds from the payments made by the Minister under section 3 or 4, the Minister may apply the unexpended funds to any payment made by the Minister pursuant to a further agreement with the municipality under section 3 respecting a program, or require the municipality to refund the unexpended funds to the Minister.

1981 c F-1.1 s6

Regulations

7 The Lieutenant Governor in Council may make regulations respecting the determination of what constitutes a program under this Act; respecting the determination of the costs of the establishment, administration and operation of a program under section 3 and the manner of calculating those costs; respecting payments to be made under sections 3 and 4; respecting the establishment, administration and operation of programs by municipalities; governing agreements made under this Act; prescribing qualifications for and standards and methods of work to be maintained by municipal family and community support services workers; prescribing any conditions that must be met before a payment under section 3 or 4 can be made; prescribing the manner and method of payments to municipalities under this Act; respecting the audited financial statements required by section 6.

1981 c F-1.1 s7
Appendix B - Family and Community Support Services Funding Agreement

THE CITY OF
CALGARY

FAMILY AND COMMUNITY SUPPORT SERVICES

FUNDING AGREEMENT

(Approved by City Council
May 27, 2002 CPS2002-37)

<table>
<thead>
<tr>
<th>City of Calgary</th>
<th>Community and Neighbourhood Services</th>
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<tr>
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<td>AS TO CONTENT</td>
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<td>AS TO BUDGET</td>
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<td>TABLE OF CONTENTS</td>
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<td>BACKGOUND</td>
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<td>DEFINITIONS</td>
<td>2</td>
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<td>TERM</td>
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<td>PROGRAMS TO BE PROVIDED BY THE CONTRACTOR</td>
<td>3</td>
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<td>PROGRAMS TO BE PROVIDED BY THE CITY</td>
<td>3</td>
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<td>FEES PAYABLE</td>
<td>4</td>
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<td>INSURANCE AND INDEMNIFICATION</td>
<td>5</td>
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<td>NOTICE</td>
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<td>NOTICES AND COMMUNICATIONS</td>
<td>5</td>
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<tr>
<td>GENERAL PROVISIONS</td>
<td>6</td>
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Schedules:  
Schedule "A"  -  Proposal  
Schedule "B"  -  Financial and Administration Policies  
Schedule “C”  -  Summary
THIS AGREEMENT is effective on and after xx day of month, 200x.

BETWEEN:

THE CITY OF CALGARY,
a municipal corporation of the Province of Alberta, ("The City")

OF THE FIRST PART,

- and -

Agency Name
- Program Name
a not for profit corporation registered
under the Societies Act of Alberta
("the Agency")

OF THE SECOND PART.

BACKGROUND

1.01 The City, pursuant to the provisions of the Family and Community Support Services Act, R.S.A. 2000 c. F-3 has entered into an agreement with the Province of Alberta for the establishment, administration and operation of family and community support services in Calgary ("the FCSS Program").

1.02 The Province of Alberta provides funding to The City for the administration and operation of the FCSS Program. The amount of this funding may vary from year to year. The City also provides funding for the FCSS Program and the amount of The City's contribution may vary from year to year.

1.03 The City has chosen to use volunteer not for profit organizations to deliver the services to be provided to the citizens of Calgary under the FCSS Program.

1.04 Council for The City, through recommendations by its Community and Protective Services Committee ("the C&PS Committee"), establishes yearly, which volunteer not-for profit groups are to receive funding and in what amounts.

1.05 The Agency wishes to provide, to the citizens of Calgary, certain services under the FCSS Program and has applied to and been approved, on March 21, 2005, by Council for The City to receive funding to be used in supplying the Program.

By signing this Agreement, both The City and the Agency accept all of the terms which follow.
3.01 In this Agreement, including the Background:

"Agency" means the «Agency_Name», a volunteer not for profit corporation registered under the Societies Act of Alberta;

"Agreement" means this Family and Community Support Services Funding Agreement including any schedules attached hereto;

"C&PS Committee" means the Community and Protective Services Committee of Council for The City;

"FCSS Program" means a program to establish, administer and operate family and community support services in Calgary pursuant to the Family and Community Support Services Act of Alberta;

"Financial and Administration Policies" means The City's financial and administrative policies for Family and Community Support Services as set out in Schedule "B";

"Manager" means the Manager of Family and Community Support Services within the Community Strategies business unit of The City;

"Policy Manual" means the policies developed pursuant to clause 10.08 of this Agreement;

"Proposal" means the proposal attached to this Agreement as Schedule "A" including the Agency's budget for delivery of the program which was submitted to and approved for funding by Calgary City Council;

"Program" means the Program to be provided to the citizens of Calgary by the Agency as set out in Schedule "A" which is attached to this Agreement;

"Term" means the period of time this Agreement is in force and effect as set out in clause 5.01;

3.01 The Agency shall, during the Term, provide the Program to the citizens of Calgary.

3.02 The Program shall be provided by the Agency in accordance with the Policy Manual, the Proposal and the Financial and Administration Policies.

3.03 In providing the Program the Agency shall use its reasonable and best efforts to:

(a) promote, encourage and facilitate the involvement of volunteers;
(b) promote efficient and effective use of resources;
(c) encourage and facilitate cooperation and coordination with allied service agencies operating within the municipality;
(d) promote, encourage and facilitate the development of stronger communities; and
(e) promote citizen participation in planning and delivery of the Program.

3.04 In providing the Program the Agency shall comply with and meet the following conditions set by Calgary City Council:

(a) As per Schedule “C”
(b) Additional conditions

CITY FUNDING

4.01 For the period starting on Contract Start Date and ending on Contract End Date, The City shall provide funding to the Agency in the amount of $Contact Amount.

4.02 The funding provided shall be used only for the provision of the Program.

4.03 If the Agency wants to use the funds provided under 4.01 for Programs in different amounts than that which they allocated for in the Proposal, then for any such change which is greater than ten percent (10%) of the funds received, the Agency must get written approval from the Manager.

4.04 Any funds provided to the Agency pursuant to clause 4.01, which are not used during the year in which they were received for the Program shall be returned to The City.

4.05 If The City, during the Term, gives the Agency funds in addition to the amounts set out in clause 4.01 above, then those additional funds shall be used for the Program only and be administered and dealt with in accordance with the terms and conditions of this Agreement.
5.01 The Term of this Agreement shall be from Contract Start Date to Contract End Date. It is acknowledged by the Agency that The City may, in its sole discretion, provide funding to the Agency for the first quarter of 2006. If such funds are provided to the Agency then the Term of this Agreement shall end on April 30, 2006.

5.02 The Agency has the right to terminate this Agreement upon giving thirty (30) days' notice in writing to the Manager.

5.03 The City shall have the right to terminate this Agreement under any of the following circumstances, by giving sixty (60) days' notice in writing to the Agency:

(a) in the event that financial assistance granted by the Province of Alberta to The City pursuant to the provisions of the Family and Community Support Services Act is discontinued or reduced;
(b) in the event the Agency fails to perform the duties and obligations which it has undertaken in this Agreement;
(c) in the event the Agency discontinues or is about to discontinue the Program; and
(d) in the event the Agency is dissolved, amalgamated or merged with another society or becomes bankrupt.

5.04 The Manager and the Chairman of the C&PS Committee, or their designates, may suspend funding at anytime, if in their opinion the Agency is contravening the intentions or directive in respect to the FCSS Program, or if there is sufficient reason to believe that the Agency's operation is not being conducted in an appropriate ethical and/or legal manner. The Agency has the right to appeal to the C&PS Committee within fifteen (15) days of suspension for continuing funding. Within sixty (60) days of the suspension of funding, the Manager will report the reason for suspension to the C&PS Committee at which time the Agency shall have a right to be heard.

5.05 If this Agreement is terminated for any reason, the Agency shall:

(a) immediately, upon termination, return to The City any unused funds given to it pursuant to clause 4.01
(b) within sixty (60) days of termination, provide to The City an audited financial statement of the funds provided to it pursuant to clause 4.01.
(c) within sixty (60) days of termination provide to The City a report on the Program.
6.01 If the Agency's fiscal year-end is December 31, then the Agency shall on or before March 01 of the next year submit to the Manager an audited financial statement for all operations of the Agency including a statement of revenue and expenses for FCSS Programs.

6.02 If the Agency's fiscal year-end is a date other than December 31, then the Agency shall, on or before March 01 of each year of the Term, submit an unaudited statement of revenue and expenses for FCSS Programs which is signed by two (2) officers of the Agency with signing authority, and shall also submit to the Manager, within three (3) months of its fiscal year-end an audited financial statement for all operations of the Agency, as well as an audited statement of revenue and expenses for FCSS Programs.

6.03 If the amount of funds provided to the Agency pursuant to clause 4.01 is less, in any year of the Term, than Twenty Five Thousand Dollars ($25,000.00) then the statements required in clauses 6.01 and 6.02 do not have to be audited, but shall be signed by two (2) officers of the Agency with signing authority.

6.04 Audited financial statements required in this Agreement shall be completed and signed by a Chartered Accountant, Certified General Accountant or Certified Management Accountant who is independent of the Agency.

6.05 The Agency shall, upon request by the Manager, make available to the Manager or his designate and allow access to all its books of account and records, operations manuals and procedures, during reasonable hours.

6.06 All funds provided by The City to the Agency including surpluses and revenue generated from the operation of FCSS Programs shall be dealt with in accordance with the Financial and Administration Policies (Schedule “B”). The Agency acknowledges that it has received a copy of The City's FCSS Program Financial and Administration Policies.

6.07 The Agency shall, when making changes or variations to budgets for FCSS Programs (Schedule "A") do so only in compliance with clause 4.03 and the Financial and Administration Policies.

**INDEMNITY AND INSURANCE**

7.01 The Agency shall indemnify and save harmless The City from and against all claims, losses, demands, actions, payments, suits, recoveries, judgements or settlements of any kind brought against or recovered from The City in any manner directly or indirectly caused, occasioned or contributed to in whole or in part, by reason of any act, omission, fault or negligence whether active or passive of the Agency or of anyone acting under its direction or control or on its behalf in connection with or incident to carrying out the Program.
7.02 To cover the provisions included in paragraph 7.01, the Agency shall acquire and maintain adequate insurance coverage at a recommended minimum of two million dollars liability. The type, nature and extent of general, professional and/or automobile insurance coverage shall depend on the nature of the Agency's activities and services. In addition, The City must be included as an additional insured in the general liability insurance policy. Documented evidence of such insurance, which is satisfactory to the City Solicitor, must be provided to The City.

**REPORTING**

8.01 The Agency shall:

(a) give notice to the Manager, immediately after a decision by the Agency to discontinue the Program;
(b) give notice to the Manager of any material changes to the Agency or changes to the Program, the Agency budget, Agency location, Agency personnel or Board; and
(c) provide such reports, statistics, or supplementary data to the Manager as required in The City's FCSS Program Financial and Administration Policies and other guidelines as developed throughout the course of the contract.

8.02 The City shall give notice to the Agency of any matters which materially affect this Agreement or the FCSS Program.

**NOTICES AND COMMUNICATIONS**

9.01 Notices and communications, including demands and certificates, made in connection with this Agreement must be in writing.

9.02 They must be delivered to the following addresses:

(a) To The City: The City of Calgary  
7th Floor, Municipal Building  
800 Macleod Trail South  
Calgary, Alberta, T2P 2M5  
Fax: (403) 268-5765  
Attention: Katie Black, Manager, Family and Community Support Services

(b) To the Agency: Agency Name  
Agency Mailing Address  
Calgary, Alberta  
Agency Postal Code  
Attention: Primary Contact
(c) if they are sent by mail, they are taken to be received on the 10th day after posting;

(d) if delivered, sent by fax or e-mailed, they are taken to be received on the business day next after they were delivered or faxed.

(e) either party may change its address for service by notice to the other party.

**GENERAL PROVISIONS**

10.1 The Program provided pursuant to this Agreement shall be performed in a proper professional manner in accordance with generally accepted professional standards.

10.2 All work done pursuant to this Agreement shall be done in accordance with all applicable provisions of federal and provincial statues and their related regulations and codes, and with all municipal bylaws which do or can affect the FCSS Program.

10.3 This Agreement is bound by the laws of the Province of Alberta.

10.4 The Agency represents that it is fully experienced and properly qualified to carry out the Program provided for herein, and that it is properly licensed, equipped, organized and financed to perform the Program. The Agency shall act as an independent contractor and not as the agent of The City in performing this Agreement, maintaining complete control over its employees, volunteers and all of its subcontractors. Nothing in this Agreement or any subcontract awarded by the Agency shall create any contractual relationship between any such subcontractor and The City. The Agency shall perform all work in accordance with its own methods subject to compliance with this Agreement.

10.5 Time is of the essence of this Agreement.

10.6 This Agreement embodies the entire agreement between the Agency and The City. The parties shall not be bound by or liable for any statement, representation, promise, inducement or understanding of any kind or nature not stated in this Agreement. No additional changes, amendments or modifications of any of the terms or conditions of the Agreement shall be valid unless reduced to writing and signed by both parties.

10.7 The parties acknowledge that the headings in this Agreement have been inserted for convenience of reference only.
10.8 The Agency shall develop written policies, acceptable to The City, which govern the program and include policies dealing with human resource administration, financial and program operations.

10.9 The Agency shall recognize The City as a source of funding on materials used in providing the Program including stationery, promotional material and the Agency’s website providing a link to the FCSS website, such recognition shall be in a form acceptable to the Manager.

10.10 The Agency shall allow representatives of the Manager to observe the Program during reasonable hours. Any observance of the provision of Programs including the Agency’s clients shall only be done with the written permission of that client, and The City will respect and keep all confidential client information in accordance with professional protocols regarding same and in accordance with the Freedom of Information and Protection of Privacy Act, R.S.A. 2000 c. F-25.

10.11 Members of the board of the Agency shall identify at the earliest opportunity their intention to consider tendering or pursuing a contract with the Agency, and must immediately resign from their position with the Agency upon submitting a tender or pursuing a contract with the Agency.

10.12 The Agency acknowledges that The City is subject to the Freedom of Information and Protection of Privacy Act, S.A. 1994 c. F-18.5 (FOIP), as amended. The Agency shall only use personal information it receives from The City as a result of this Agreement for the Program it is to provide pursuant to this Agreement and for no other purposes whatsoever and only in compliance with FOIP. The Agency shall, on or before December 31 of each year of the Term, return all copies of the personal information received by it from The City, whether in electronic form or hard copy to The City.

10.13 Both The City and the Agency agree that with the signing of this Agreement all previous agreements as between them regarding FCSS Programs are at an end and of no further force or effect.

IN WITNESS WHEREOF the parties hereto have affixed their corporate seals, attested to by the hands of their proper authorized officers in that behalf as of the day and year first above written.

THE CITY OF CALGARY

Manager
Family and Community Support Services

Agency Name
Per: __________________________

Per: __________________________

Please affix corporate seal.
Appendix C – Funding Increase Request Explanation

FUNDING INCREASE REQUEST EXPLANATION
- Applies to currently funded agencies only

<table>
<thead>
<tr>
<th>Does this request result from a decrease in other funding support (X)?</th>
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<tbody>
<tr>
<td>Yes - Please name source of former support:</td>
</tr>
<tr>
<td>No</td>
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</tbody>
</table>

Identify requested funding increase. Provide a rationale together with supporting data, using demographics as necessary.

How will this increase impact clients and services? How will the change be measured?

Outline the efforts already taken to accommodate the proposed program adjustment.

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Materials and Supplies</th>
<th>Other</th>
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<tbody>
<tr>
<td>Total Increase Requested</td>
<td></td>
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Appendix D - Letter of Agreement

Family and Community Support Services
One time Funding Agreement

Between: The City of Calgary, Community and Neighbourhood Services
And Agency Name
- Program Name
(“Agency”)

Term

The term of this Agreement is from «Project_Start_Date» to «Project_End_Date».

Introduction

The primary function of this Agreement is to reflect the agreement between The City of Calgary, Community and Neighbourhood Services and the Agency to meet certain human service needs of the community. Underscoring the cooperative nature of The City of Calgary – Agency relationship is a reciprocal commitment to communicate of matters of mutual concern and to work together to reach solutions that are in the best interest of the community as a whole.

Section 1

By entering into this Agreement, the Agency agrees to adhere to the specific policies and procedures summarized in this Agreement.

The Agency agrees to:

1. utilize all City of Calgary dollars paid to the Agency in support of «Project_Name» only and return all surplus amounts unless otherwise advised;
2. advise the FCSS Manager, Community and Neighbourhood Services immediately of any organizational changes (service, programs, governance, staffing or funding changes) which affect services provided;
3. provide a final report of the project results and an accounting of how the funds granted were expended no later than December 12, 2005;
4. operate programs, activities and operations lawfully and in full compliance with applicable laws and regulations and ensure that funds provided under this Agreement are not utilized directly or indirectly in contravention of any such law and regulations;
5. maintain responsible management guided by a volunteer Board of Directors that is representative of the diversity among the citizens of Calgary and representative of the needs of the community served by the Agency, and who are neither paid for services nor employees of the Agency, with the exception of the Chief Professional Officer; and
6. indemnify and hold harmless The City of Calgary from any and all third party claims, demands, or actions for which the Agency is legally responsible, including those arising out of negligence, willful harm, or crimes by the Agency or the Agency’s staff or agents.

Section 2

By entering into this Agreement, City of Calgary agrees to:

Provide one payment in the amount of $Recommended Amount for the Program Name..

Section 3

The Agency and The City of Calgary agree that:

Payment of funds may be discontinued and this Agreement terminated by The City of Calgary upon The City of Calgary becoming aware that the agency is or has been in breach of any of the terms or conditions of this Agreement.

For the funded agency:

Signed at Calgary, Alberta this____ day of _____________, 2006.

By: ______________________________  ______________________________
   Authorized signing officer   Print name and provide signature

By: ______________________________  ______________________________
   Authorized signing officer   Print name

For The City of Calgary:

Signed at Calgary, Alberta this____ day of _____________, 2006.

By: _________________________________
   Katie Black, Manager
   FCSS Calgary
CONFIDENTIAL

CITY OF CALGARY

LETTER CONTRACT FOR CONSULTING OR CONTRACT SERVICES

NOT TO EXCEED $5000.00 FOR A ONE-TIME PROJECT

CHEQUE TO BE MADE PAYABLE TO:

NAME: _______________________________
ADDRESS: ___________________________
POSTAL CODE: _______________________
PHONE: _____________________________
FAX: _______________________________

1. THE CITY OF CALGARY AGREES TO ENGAGE YOU ON A SHORT-TERM CONTRACT BASIS IN THE CAPACITY OF AND UNDER THE FOLLOWING TERMS:

    (a) _______________________________
    (b) _______________________________
    (c) _______________________________

COMMENCING ON THE DATE OF: _______________________________
AND TERMINATING ON THE DATE OF: _______________________________

ACCEPTANCE OF THIS OFFER SHALL BE VALID IF ONE ORIGINALLY SIGNED COPY IS RETURNED TO THE CITY OF CALGARY ______________________ BUSINESS UNIT PRIOR TO PERFORMANCE DATE.

2. PAYMENT SHALL BE IN THE FORM OF A CHEQUE IN THE AMOUNT OF:

    $_____________ FIRM PRICE
    $_____________ EST. PRICE
    G.S.T. APPLICABLE? YES ___ NO ___
    G.S.T. REGISTRATION NUMBER: _______________________

3. THIS CONTRACT DOES NOT CREATE AN EMPLOYEE-EMPLOYER RELATIONSHIP BETWEEN YOU AND THE CITY OF CALGARY. YOUR SERVICES SHALL BE PROVIDED
ON A SHORT TERM CONTRACT BASIS AND NO DEDUCTIONS WILL BE MADE FROM YOUR PAYMENT FOR, INCLUDING BUT NOT LIMITED TO, DEDUCTIONS FOR INCOME TAX, CANADA PENSION OR UNEMPLOYMENT INSURANCE. IT IS YOUR RESPONSIBILITY TO DECLARE ALL INCOME AND TO FULFILL YOUR RESPONSIBILITIES UNDER RELEVANT LEGISLATION INCLUDING, BUT NOT LIMITED TO, YOUR OBLIGATIONS UNDER THE WORKERS’ COMPENSATION ACT (INCLUDING YOUR OBLIGATION TO PAY PREMIUMS PURSUANT TO SECTION 126 OF THAT ACT).

4. WORK PERFORMED WILL BE AS AN INDEPENDENT CONTRACTOR AND YOU WILL NOT BE REQUIRED TO CONTRIBUTE TO ANY CITY BENEFIT PLANS, NOR WILL YOU RECEIVE ANY BENEFITS. YOU WILL NOT BE PAID FOR ANY SERVICES WHICH YOU FAIL TO PERFORM.

5. CURRENT CITY OF CALGARY EMPLOYEES, WHO INTEND TO ENTER INTO THIS CONTRACT TO PROVIDE SERVICES THE CITY OF CALGARY OUTSIDE THEIR NORMAL EMPLOYEE DUTIES, ARE ADVISED OF SECTION 3108.04 – “CIVIC EMPLOYEES SPARE TIME EMPLOYMENT” OF THE ADMINISTRATION MANUAL:

“NO CIVIC EMPLOYEE SHALL ENGAGE IN ANY OCCUPATION IN ANY OTHER CIVIC DEPARTMENT OUTSIDE NORMAL WORKING HOURS, EXCEPT ON SPECIAL ASSIGNMENTS OFFICIALLY APPROVED BY THE GENERAL MANAGER RESPONSIBLE FOR THAT BUSINESS UNIT, OR PROVIDING THAT QUALIFIED APPLICANTS OTHER THAN CITY EMPLOYEES HAVE BEEN GIVEN PREFERENCE OF EMPLOYMENT AND THAT ALL OTHER SOURCES HAVE BEEN EXHAUSTED.”

6. YOU AGREE TO INDEMNIFY AND HOLD HARMLESS THE CITY FROM AND AGAINST ANY AND ALL LOSSES, ACTIONS, CLAIMS, DEMANDS, LIABILITIES, DAMAGES OR COSTS OF ANY KIND OR NATURE WHATSOEVER, INCLUDING INJURY OR DEATH WHICH MAY OCCUR OR ARISE OUT OF THE PERFORMANCE OF YOUR SERVICES UNDER THE TERMS OF THIS CONTRACT.

7. THE CITY MAY TERMINATE THIS CONTRACT:
   (a) IF THERE IS INSUFFICIENT REGISTRATION FOR THE PROGRAM.
   (b) IF FACILITIES ARE NOT AVAILABLE.
   (c) IF CIRCUMSTANCES OCCUR WHICH THE CITY HAS NO CONTROL OVER (i.e., STRIKES, ACTS OF GOD, ETC.) AND, AS A RESULT OF WHICH, THE CITY DEEMS IT NECESSARY TO CANCEL THE PROGRAM.
   (d) AT ITS DISCRETION ON GIVING 48 HOURS WRITTEN NOTICE PRIOR TO THE COMMENCEMENT OF THE SERVICES.
   (e) IMMEDIATELY FOR CAUSE

8. THIS CONTRACT IS PERSONAL TO YOU AND MAY NOT BE ASSIGNED BY YOU.
DATE:

BY: ___________________________________ ___________________________________
   NAME (Please print)   SIGNATURE

ON BEHALF OF THE CITY OF CALGARY:

BY: ___________________________________ ____________________________________
   NAME (Please print)   SIGNATURE

** Forward a copy of this completed document to: Strategic Procurement and Consulting, Supply Management, Location 8140