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YORK REGION COMMUNITY INVESTMENT STRATEGY: UPDATED TO ALIGN WITH REGIONAL STRATEGIES

The Community and Health Services Committee recommends the adoption of the recommendations contained in the following report dated January 29, 2013, from the Commissioner of Community and Health Services.

1. RECOMMENDATIONS

It is recommended that:

1. Council approve the proposed York Region Community Investment Strategy (see *Attachment 2*) to be effective for the 2014 funding year and that Community and Health Services staff be directed to take the necessary steps to fully implement the Strategy.
2. The Commissioner of Community and Health Services be authorized to execute the agreements with the successful agencies of the 2013 funding year under the new Community Investment Strategy, subject to review by Legal Services.
3. The Commissioner of Community and Health Services be authorized to allocate any new or related funds under the Community Investment Strategy that may become available to projects and activities that fall within the framework of the Community Investment Strategy and that the Commissioner be authorized to execute Purchase of Service agreements with agencies that meet this criteria.
4. The Commissioner of Community and Health Services Department report to Council on an annual basis on the activities of the Community Investment Strategy.

2. PURPOSE

This report provides a report back on the integrated funding model that was piloted in the 2012 Call for Proposals for 2013 funding (see *Attachment 1*); and seeks Council's approval of the updated Community Investment Strategy (see *Attachment 2*). The updated Strategy builds on the achievements of the Region's past investment strategies, the integrated funding pilot and has been updated to closely align with the Region's human services strategies goals and objectives.

3. BACKGROUND

Community funding resulted in many needed community services for low income residents

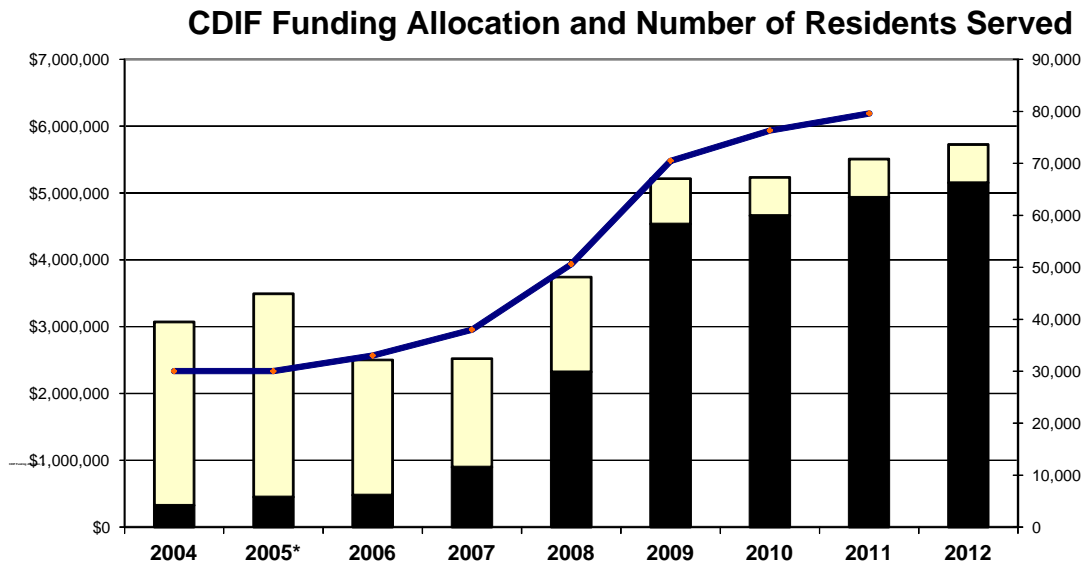
Over the past ten years, the Region's two community investment strategies have formed the Region's community funding program and played an integral role in strengthening York Region's network of community supports.

The Community Development and Investment Fund (CDIF) strategy was approved by Council on April 18, 2002 through the adoption of Clause No. 1 of Report No. 4 of the Community Services and Housing Committee. CDIF was focused on enhancing service delivery in York Region by funding community-based non-for-profit agencies that serve low income residents. In subsequent years, CDIF was expanded to include a three-year renewable funding stream. In 2008, the New Agency Development Fund (NADF) was launched as a separate fund to help new and emerging agencies establish themselves. NADF included targeted supports to agencies to help them build and develop their organizational structures. Together, these two investment strategies targeted funding to services for low income residents in the following priority areas:

- employment supports
- family and children's services
- homelessness supports
- public health

Recognizing the importance of these supports, Council has increased the funding allocation over the years as shown in Graph 1.

Graph 1



*Received a one-time increase of over \$1 million by the National Child Benefit, which was a joint initiative of federal and provincial governments to support children living in low-income families.

A community funding review provided insight and recommendations to refresh the Regional approach to investing in communities

Given the changing landscape of York Region and the increasingly diverse needs of residents, the Community and Health Services *Multi-Year Plan* identified that a review of the community funding program was needed. In the fall of 2011, a review was undertaken to better align the investments with major strategic priorities (e.g. *Immigration Settlement Strategy* and Human Services Planning Board) of the Department and Council.

Based on the findings of the review, a new investment strategy was developed. The new Community Investment Strategy included an integrated funding model that was piloted in the 2012 Call-for-Proposals for 2013 funding. This new model combined the service delivery focus of CDIF and the organizational building features of NADF and introduced a third funding stream to support collaborative projects. The three funding streams were:

1. **Community-based Services:** investments in programs/services that directly address human service gaps in York Region and align with Regional investment priorities.
2. **Organizational Development:** supports to strengthen organizational capacity of emerging and existing social service agencies in the human services sector.
3. **Innovation and Collaboration:** promotes innovation, multi-sectoral partnerships and collective actions to address increasingly complex and interrelated human service needs of communities. This stream is to support initiatives that present multi-faceted

solutions through new, evolving and non-traditional models for working together and/or delivering social services.

Other reforms taken to streamline administration, as a result of the review, include:

- Projects funded that are directly aligned and complementary to the subsidized child care program such as the All Our Kids Early Child Development and Parenting Program, the Positive Leisure Activities for Youth program and Summer Camp programs were transferred to receive direct project funding from the Social Services branch and will no longer fall under the Community Investment Strategy.
- Long-term funded homelessness projects will be reviewed to determine how they can be funded and administered more effectively, including examining the use of Purchase of Service agreements as part of the new vision for York Region's emergency shelter and homelessness prevention services.

4. ANALYSIS AND OPTIONS

The integrated funding model was well received by the community as it addresses both the service delivery and capacity building needs of agencies

The integrated pilot was well received by the community. Several community sessions were held to explain the new approach. Further outreach to the community was done through newspapers, including ethnic media, website and email to potential applicants. Feedback from agencies was positive. Both new and established agencies expressed appreciation at the opportunity to apply for service delivery and organizational development funding.

Upon closing of the Call for Proposals on September 20, 2012, ninety-six eligible proposals were received requesting over \$8.6 million in funding against a \$3.8 million funding pool. The requests represented more than double the amount of available funding.

A Selection Committee of Regional staff and representatives from other regional funders reviewed each proposal. All proposals were evaluated using the following Council-approved criteria: agency effectiveness; financial management; agency capacity; project benefits; project methodology and activities; project costs and budget; and project sustainability. The Selection Committee also ensured that the programs and services recommended, directly addressed human service gaps in York Region and aligned with Regional strategic priorities. Funding was recommended for as many projects as possible and in many cases partial funding was recommended to invest as broadly across the region as possible.

Fifty projects were approved for funding and \$3.8 million was allocated (see *Attachment 1*) and the integrated model maintains an emphasis on service delivery to low income residents. In 2013, 87 percent (or \$3,319,448) was allocated to the Community-based Services Stream, eight percent (or \$300,739) was allocated to the Organizational Development stream and five percent or (\$192,332) was allocated to the Innovation and Collaboration Stream.

Agencies were notified of the outcome of their proposal in early December. It is important that agencies are notified as soon as possible about funding decisions in order to plan accordingly for the upcoming year. Staff are then able to work with agencies to get contracts in place so that implementation can begin. Projects will be implemented between January 1, 2013 and December 31, 2013.

The new Community Investment Strategy is a strategic approach to addressing increasingly complex human services needs

Changes in demographics, immigration patterns, population growth and the labour market are drivers of the diverse needs and demand for services. Resources are limited to meet demand; and increasingly responsibility for funding human services is shifting to the municipal level.

There is now a growing body of evidence regarding the importance of prevention. Internationally, (especially in the United Kingdom, Australia and United States) governments and funders have been embracing the idea of prevention in their strategic funding approaches. Today, prevention frameworks often address risk and create a strong support system around the individual to address both the potential causes (risks) and provide mitigating supports of human services issues.

There is also recognition of the effectiveness of tackling issues in a holistic manner, taking into account factors at the individual, family, and community levels. Discrete programs must be effectively linked to produce a broader, cohesive, and more powerful intervention; for example, funding initiatives that are provided by multiple service providers in partnership.

The Region is well positioned to move forward with a new approach to its investments. The Region is one of the three largest funders of human services in York Region; and it is important that the Community Investment Strategy (see *Attachment 2*) has set clear desired results and is aligned with Regional strategies and human services priorities. The Strategy is an important mechanism in furthering the work of the Department in human services. Also, the findings from the integrated pilot speak to the need for the Region's investments to not only support service delivery but organizational development and collaborative initiatives. The goals in the proposed Strategy are intentionally closely aligned with the goals of the department to achieve a network of support for low and moderate income residents. The goals of the proposed Strategy are to:

- Invest in community services that address human service priorities as outlined in Regional strategies
- Strengthen the capacity of York Region human services system
- Promote innovative and collaborative programs and delivery models

The new Strategy builds on the existing funding priorities to maximize reach and address gaps in the community

Utilizing the Results Based Accountability Framework, the Community Investment Strategy has four long-term Community Investment Results and indicators to measure progress and to be operating in parallel to the Community Partnership Council, the Human Services Planning Board and broad healthy community goals. The Community Investment Strategy is targeted towards improving the well-being of low and moderate income residents living in York Region. Priority may be given to those populations that face multiple or unique challenges or service gaps (e.g., newcomers, youth, and seniors).

The Strategy continues to recognize the complexity of human services issues and identifies a set of comprehensive and integrated Community Investment Results. These Results contribute to residents being able to grow, live, work and age in York Region and include:

1. **Economic Independence:** Low and moderate income residents have and keep jobs that match their skills and have financial stability.
2. **Social Inclusion:** Low and moderate income residents are connected and able to engage in their communities.
3. **Housing Stability:** Low and moderate income residents can live in affordable, adequate and suitable housing.
4. **Community Health:** Low and moderate income residents are healthy and able to make healthy choices.

The progress on advancing the Community Investment Results will be measured through an appropriate set of indicators. The indicators will be aligned, where appropriate, with the existing indicators identified in the *Making Ends Meet* initiative and the *Immigration Settlement Strategy*. Any further indicator development will be informed by the on-going work of community stakeholders such as the Human Services Planning Board, and the Community Partnership Council.

As identified in the Strategy, for each funding cycle, the Region will identify a set of criteria for specific actions/programs/services that improve and contribute to each of the Result areas. Performance measures will be developed and monitored to measure how well these actions/programs/services are working in the community.

The Community Investment Strategy takes a community development approach to building resiliency in the community

Because demands on the non-profit sector are growing in complexity, the proposed Strategy is also focussed on building the capacity of community agencies. With increased organizational capacity, agencies will be able to better leverage resources, solve problems, identify opportunities and collaborate with each other. Educational and development opportunities for community organizations will be fostered to develop their management skills. This involves developing specific curriculum that addresses organizational development gaps and strengthens their capacity for effective and sustainable service delivery.

A new two-stage call for proposals process will be introduced

Implementation of the Strategy will continue to be coordinated by the Community and Health Services department.

The Region will hold one annual call for proposals to receive project proposals from not-for-profit agencies. The call for proposals will be a two-stage process and projects must demonstrate how they fit with the Community Investment Results.

The first stage of the process will be a simplified expression of interest application against specific criteria, including eligibility and alignment with specific actions under the community results. Proposals that meet these criteria will be invited to submit more comprehensive proposals under stage two of the call for proposals process.

Pending Council approval of this report, guidelines will be developed to support the implementation of the two-stage process and will include the following components:

- Criteria setting for specific activities/programs under each Community Investment Result area.
- Community outreach to create awareness of the Community Investment Strategy and funding opportunities.
- Application review and approval process that will include evaluation and selection criteria for the proposals received; and recommend to Council for approval.
- Contract negotiation process that will set deliverables and terms (i.e., single- or multi-year).
- Evaluation and reporting that will include annual reports to Council on the yearly allocations, activities and performance of the community investments.

The Strategy provides a holistic framework needed to foster a robust not-for-profit sector that can effectively address emerging community needs in York Region

The key benefits of the proposed Strategy include:

- Aligns directly with the core objectives and strategic priorities of the Department and the Region. The Community Investment Results have been developed based on extensive review and consultation process with Departmental staff and Regional community-wide initiatives.
- Addresses the needs of community agencies and human services collaborations to meet the increasingly complex needs of residents. The integrated funding model recognizes that a strong organizational infrastructure and collaborations among partners are needed to develop and sustain effective service delivery.
- Enhances the Region's ability to support capacity building and service expansion in the Region. Through an interactive application process and professional development opportunities, we are able to strengthen the community agencies and enhance service delivery.
- Improves administration of the Region's community investment program through streamlined processes. Administrative guidelines will ensure consistency, transparency and efficiency; and maintain a well-managed community investment program.

Next steps

Pending Council approval of the Community Investment Strategy, the steps identified in Table 2 will be taken to launch the new Strategy:

Table 2
Timeline for Next Steps for 2014 Funding

Activities	Timeline
Develop administrative guidelines for the Strategy	February 2013
Develop the criteria for specific activities/programs under each Community Result	February 2013
Conduct community outreach to launch the initial Expressions of Interest	April 2013
Invite the pre-qualified agencies to submit detailed proposals	August 2013
Recommend proposals for funding to Council	November 2013

Link to key Council-approved plans

The Strategy is aligned with Regional strategic objectives and extends the work of the Community and Health Services Department

In recognizing that positive change is possible through focused and concerted effort, the Community Investment Results deliberately and strategically align with the objectives of the following Regional strategies:

- *Corporate Strategic Plan 2011 – 2015*
- Community and Health Services' *Multi-Year Plan: Investing in Our Communities*
- Human Services Planning Board's *Making Ends Meet in York Region*
- *York Region Immigration Settlement Strategy*

5. FINANCIAL IMPLICATIONS

Funding for the Community Investment Strategy is managed within the Department's base budget

The 2013 approved Community Investment Strategy budget is approximately \$5.8 million. Approximately \$3.8 million is allocated to One-Year Project Funding and about \$1.9 million is allocated to Renewable Funding (as approved by Regional Council in November 2011). The balance of funds is committed to support professional development and capacity-building opportunities for agencies and other program related expenses such as advertising.

All funding allocations under this Strategy will be managed within the Department's base budget. Any enhancements to the Community Investment Strategy will be brought forward through the annual business and budget planning process.

6. LOCAL MUNICIPAL IMPACT

The social, economic and demographic landscape of local municipalities has changed significantly over the years. Local municipal strategies and initiatives reflect this evolution of increasingly complex human service needs. The proposed Community Investment Strategy provides a framework to continue to address these emerging needs in local municipalities.

7. CONCLUSION

The Community Investment Strategy supports economic independence, social inclusion, housing stability and community health for low and moderate income York Region

residents. This Strategy builds on over ten years of community funding experience and is focussed on building capacity that enables residents and community organizations to develop resiliency to cope and address challenges so they can thrive. The Strategy also emphasizes the importance for community agencies to evaluate programs, strive for excellence, collaborate and partner, and demonstrate impact and accountability for the funds they receive.

For more information on this report, please contact Lisa Gonsalves, Managing Director, Strategic Service Integration and Policy at Ext. 2090.

The Senior Management Group has reviewed this report.

(The two attachments referred to in this clause are attached to this report.)

2013 One-Year Community Investment Fund Projects

Community Based Services				
No.	Agency and Project Name	Project Description	Recommended Funding	Service Location
1	Addiction Services for York Region (ASYR) Website Development	The agency will create a user friendly website to enable York Region residents to access information and resources regarding substance use and problem gambling. The website will offer an alternative to traditional methods of support services that can be accessed at the individual's own pace and terms. The website will provide links to ethno-cultural partner agencies and Welcome Centres through information resource sharing and referrals.	\$35,500	York Region
2	Big Brothers Big Sisters of York Valuing Diversity - Inclusive Mentoring	The agency will recruit 40 new volunteer mentors across a wide range of ages and cultures to match with 150 children and youth in newcomer and low-income families. The programs will expand into new areas of the community, i.e. in-school mentoring programs and include "Game On!" for boys 11 to 14 years old; and "Go Girls!" will be expanded into social housing sites requesting the programs.	\$61,380	York Region
3	Blue Door Shelters Client Service Coordination	The pilot project involves hiring one Client Service Coordinator to case manage low income homeless clients with complex needs. The Coordinator will develop individualized support plans using existing community programs designed to stabilize clients.	\$60,000	York Region
4	Catholic Community Services of York Region Specialized Family Support Project	The project will deliver a range of accessible, free or affordable, professionally led family-centred counselling, group services and supports with a single point of entry, to low-income residents and their children. The range of supports will include; one-on-one family counselling serving 450, parenting education groups serving 380, peer support groups serving 200, and family literacy groups and workshops serving 180.	\$125,005	York Region
5	Character Community Foundation of York Region Slap Shot Hockey Program for Newcomer Children	The project will provide 300 low-income newcomer children, 8 to 12 years of age, with a six-week hockey program, aimed at improving teamwork, leadership skills, nutrition and health. On- and off-ice after school activities in school gyms and arenas will give a unique experience that they would not otherwise have. The project strengthens links to the community and supports cultural and social integration.	\$61,200	York Region
6	COSTI Immigrant Services Life Success Strategies	This project will provide life management and pre-employment workshops that will benefit 120 OW participants and other low income earners, to help them examine and change their circumstances, explore career and employment options and actively create and implement a personal action plan.	\$95,792	York Region

2013 One-Year Community Investment Fund Projects

7	Family Lifestyle Community Services Smart Eating Program	The agency proposes to educate Asian families about Canadian standards in nutrition and healthy foods through a variety of methods, including seminars, discussions and hands-on food preparation. The program includes 21 healthy food and nutrition sessions at locations in York Region; 550 individuals will benefit from the project.	\$46,000	York Region
8	Future Possibilities for Kids Connecting Kids and Communities	The project will deliver leadership and lifestyle development programs to York Region children and youth age 8 to 14 years, building upon the existing program Ready Set Goal. Coaches will help participants to build the skills they need to accomplish community oriented goals.	\$133,790	York Region
9	Georgina Trades Training Inc. Golf Greenskeeper Training Program	This project will provide one three week-long pre-season grounds keeping and maintenance training course on health and safety; golf course maintenance (including specialized equipment training) and golf course etiquette. The course will prepare 20 candidates as skilled grounds keepers and course maintenance personnel.	\$31,125	Georgina
10	Healthy Start, Healthy Future Life With A Baby York Region	The agency will provide support to 500 parents, caregivers, and community agencies through the continuation of the peer support network: Life with a Baby, York Region.	\$50,500	York Region
11	Human Endeavour Maple Community Building Project (MCBP)	The project will educate and empower 925 low income members of the South Asian community by improving learning, social and parenting skills. The project will address barriers by delivering education and information sessions in collaboration with other agencies, while meeting the cultural and language needs of the community.	\$69,612	Vaughan
12	Inn From The Cold Emergency Winter Shelter	The agency will operate a winter shelter for 100 unique homeless men and women. The program provides shelter, meals, laundry services, showers and housing, and addiction and health counselling.	\$117,000	York Region
13	Inn From The Cold Employment Program	This project offers a comprehensive employment program to 30 clients who are challenged to find and keep a job. The program provides four hours of daily learning for 12 weeks, including six weeks of on-site internship. The agency will help to set up job interviews and provide life skills training.	\$75,000	York Region
14	Jericho Youth Services After School Program (Two programs)	The agency will provide a free, 5 day per week after school program for 20 children ages 6 to 12 at Bethany Cooperative Housing in Keswick and for 20 children at Jackson's Point Cooperative Housing.	\$59,362	Georgina
15	Jericho Youth Services Martial Arts (Two programs)	The agency will provide a weekly one hour martial arts program for 40 children and youth ages 5-19 in Pefferlaw and for 40 children and youth ages 5-19 in Sutton. The program will support the physical, social, emotional and cognitive growth of each participant.	\$13,920	Georgina

2013 One-Year Community Investment Fund Projects

16	Jewish Family & Child The Family Resource Centre	The project will provide services and supports to low income, culturally diverse families and their caregivers that strengthen children and families through provision of the following programs: <ul style="list-style-type: none"> • drop-in for children birth to 5 years for 570 beneficiaries • education and support e.g. parenting library, access to multilingual staff, parenting workshops to 875 beneficiaries • a weekly conversational English class for 74 beneficiaries • tutoring and mentoring for 30 children in grades 3 to 8. 	\$90,576	York Region
17	Job Skills The Smart Start Program	The agency will assist a minimum of 85 low income individuals to obtain the certification and skills needed to find jobs in the growing Food and Beverage/Service sector.	\$180,150	York Region
18	JVS Toronto PRESS (Pre-Employment Steps to Self-Sufficiency)	The project will offer specialized services to reduce risk of homelessness and move 30 multi-barriered clients towards self-sufficiency through psycho-vocational assessments, followed by action planning and intensive individual supports to address individual barriers.	\$175,824	York Region
19	JVS Toronto Virtual & Interactive Customer Service Call Centre Skills Training Program	The project will provide 45 low income adult learners with the opportunity to develop Call Centre/Customer Service Skills to find jobs in this sector.	\$122,835	York Region
20	Learning Centre for Georgina Georgina Outreach Office and Learning Hub	In partnership and co-location with Rose of Sharon, the program provides single pregnant or young mothers and fathers with access to supports such as: <ul style="list-style-type: none"> • Academic upgrading for 30 beneficiaries • Financial Literacy Workshop for 8 beneficiaries • Job Readiness Workshop for 8 beneficiaries • Child minding services for 15 children • Counselling for 45 beneficiaries • Parenting programs for 20 beneficiaries. 	\$111,381	Georgina
21	Learning Disabilities Association of York Region Some Assembly Required/Bridging the Gap	A six-week program provided three times, to a total of 136 youth with learning disabilities, aged 14 to 17 years. Participants will be offered a vocational assessment and provided with the opportunity to learn life skills. They will also learn how to advocate for themselves to receive the necessary academic and/or vocational accommodations. The skills and strategies participants develop to aid them in achieving academic success will be transferable to the workplace.	\$36,819	York Region
22	LOFT Community Services LOFT Crosslinks Street Outreach and Services Network	A Mobile Van Outreach provides support services and supplies to homeless and street-involved individuals, seven days per week from 2 p.m. to 9 p.m. The service is provided by a multi-disciplinary team which includes mental health workers, a registered practical nurse, outreach workers and addiction counsellors.	\$285,600	York Region

2013 One-Year Community Investment Fund Projects

23	Mosaic Interfaith Out of the Cold Out of the Cold Program	To provide over 500 unique low income and/or homeless York Region residents with safe shelter, meals, essential winter clothing, basic health, personal care, a nutrition program and transportation during the winter months.	\$222,596	York Region
24	My House: Rainbow Resources of York Region Community Social Supports and Access	The program offers a resource center, holds events and is a safe place for the LGBT community. The program provides social support, reduced social isolation and a library of resources. The agency will build its financial resources and 250 individuals will receive service.	\$53,000	York Region
25	Parya Trillium Foundation Parya Active Seniors Service (PASS)	The project will engage isolated, low income Farsi speaking seniors by providing programs that are conducive to living actively and aging in a healthier and safer way. The project will expand the volunteer led weekly Seniors Day to a fully developed service. Services will include: counselling, education and workshops, physical activity sessions/workshops and intergenerational social coaching coordination. Over 300 will be served.	\$50,000	Markham
26	Pathways for Children, Youth and Families of York Region Home Base Youth Drop-in Centre Housing Support Services	The program will provide over 130 at risk or homeless York Region youth with assistance to obtain permanent housing and increase their successful transition to independence; living with a connected system of support.	\$77,541	York Region
27	Rehabilitation Foundation for the Disabled (Ontario March of Dimes) The Retail & Grocery Customer Service Training Program	The agency will deliver an Employment Services Program designed to create opportunity for clients to acquire customer service skills, gain knowledge and work experience in the Retail, Customer Service and Grocery industries as well as providing participants with job placement support. The project will serve 175 persons.	\$152,766	York Region
28	Rose of Sharon Services for Young Mothers Mothers Matter	Thirty five mothers, under 25 years, referred by the Children's Aid Society or self referred, who have child welfare involvement or are at risk of child welfare involvement will be receive two eight week group programs and individual counselling. These sessions will provide parenting education to enhance parenting skills; focussing on self-esteem; and introduce topics including healthy relationships, stress management, anger management, communication and family law. In addition, counselling support will be provided for mothers whose children have been apprehended.	\$59,160	York Region
29	Scarborough Housing Help Centre Improved Housing Outcomes for Newcomer Immigrant Tenants and Landlords	The agency is seeking to bridge the information gap about tenancy and home ownership amongst 300 newcomers and to educate 700 newcomers and landlords about second suites. The agency will support both tenants and landlords through a case management system, after tenants have been placed in affordable rental units to sustain the tenancy.	\$65,000	York Region

2013 One-Year Community Investment Fund Projects

30	STEPS Society for Permanent Recovery S.T.E.P.S Steps Training Employment & Preparation Services	The agency will offer an Employment Preparation Course. The course will be eight weeks long and include a life skills component for those recovering from addictions or alcohol abuse. This course assists participants to obtain and retain employment. The target number of participants is 60 individuals.	\$166,955	York Region
31	Vaughan Community Health Centre Financially Accessible Quality Youth Programming	The objective of this project is to expand the healthy lifestyle and employment readiness activities of the existing YouthLink program. The project will provide 40 low income and newcomer youth with skills based training such as customer service, employment readiness and WHMIS for 20 participants and educational workshops including financial literacy, mental health and nutrition for 80 participants.	\$13,430	Vaughan
32	Yellow Brick House Empowerment and Economic Prosperity for Young Immigrant Women	The agency will empower South Asian girls and women ages 13-29 to overcome barriers including financial literacy, and to address issues such as racism, stereotypes and negative family dynamics. Participants will be connected to existing community resources to increase success.	\$63,000	York Region
33	York Region Food for Learning Food for Learning	The project will provide nutritionally balanced breakfast and snacks, in school, to 25,000 children and youth attending Performance Plus and Target Success schools. The program will support and train 140 program volunteers, which will increase the social and cultural integration of all children and youth, including newcomers to Canada.	\$122,778	York Region
34	York Region Food Network Community Food Hub	This project will support healthy eating for low-income individuals by providing increased access to healthy foods. The project will provide meals, food workshops and community kitchens, teach food literacy, and use food as a connector to community resources and peer support.	\$55,380	York Region
35	Youth Assisting Youth Group Mentoring and One-to-One Mentoring	The agency will provide one-on-one and group mentoring to at-risk and newcomer youth (between the ages of 6 and 15) in York Region. The agency will match each youth with a volunteer youth mentor (age 16-29).	\$52,221	York Region
36	Youth Unlimited Toronto The Shop Employment Initiatives	This project will help 60 low income youth gain: valuable employment and life skills; paid work experience; and permanent career placements under the supervision of mentors. Youth will be placed in auto-mechanics, small engine repair and carpentry.	\$90,200	York Region
37	YouthSpeak Youth-Speakers	The program provides training to 15 at-risk youth in order to share their personal experiences in school assemblies and community presentations. Youth are provided with training, coaching, peer mentors and employment through speaking engagements. Ninety presentations at schools and community groups will be delivered to over 12,000 individuals.	\$37,050	York Region

2013 One-Year Community Investment Fund Projects

Organizational Development				
1	Alzheimer Society of York Region Strategic Plan	The agency will develop a strategic plan to identify and implement strategies to cope with the increasing demand for programs and services to meet the needs York Region residents facing Alzheimer's Disease and related Dementias. Part of the strategic plan process will be to ensure that all programs and services are fully accessible to those who need them, regardless of the ability to pay, and to have supports in place to help families who have financial constraints.	\$30,000	York Region
2	Georgina Mobility Transit Volunteer Coordinator	The agency will hire a Volunteer Coordinator to implement the recently created Volunteer Recruitment and Training Plan and formalize the Volunteer Development Program by year end.	\$43,184	Georgina
3	Georgina Trades Training Inc. Green Teaching Kitchen Feasibility Study	The agency will conduct a feasibility study to determine the cost, marketability and sustainability of a green teaching kitchen.	\$26,000	York Region
4	Human Endeavour Supporting Employment & Economic Development (SEED)	This proposal will strengthen the capacity of Enterprise Promotion & Innovation Centre (EPIC), which supports marginalized community members to become entrepreneurs, enter the workforce, become active members of society and participate in economic activities. The agency will create a development plan and produce a report/manual documenting best practices in setting up social enterprises.	\$65,125	York Region
5	John Howard Society of York Region Developing Capacity for a Sustainable Future	The agency will develop capacity for long-term planning through the work of the Executive Director. The goal of the agency is to diversify financial management opportunities through a resource development plan, increase community involvement by increasing community awareness and holding an annual AGM and further develop the agency's human resources objectives.	\$50,000	York Region
6	Krasman Centre Strategic Planning	The agency will hire a consultant to prepare a strategic plan in order to re-clarify the agency's mission, values and to enhance programs. During the process, the agency will work with the consultant by including a staff focus group, a consumer focus group and an implementation planning session with management and complete a final report.	\$15,000	York Region
7	Pathways for Children, Youth and Families of York Region Implementation of the Kinark Information Data Systems (KIDS)	The agency will implement the Kinark Information Data System (KIDS) to store client information and statistics in order to create efficiencies in delivering services throughout the various programs of the agency. This database will allow staff to access client information when they enter a new program or service, giving the agency a more holistic approach to helping clients.	\$18,730	York Region

2013 One-Year Community Investment Fund Projects

8	Women's Centre of York Region Assessing Our Impact	The objective is to undertake a comprehensive evaluation of the agency through qualitative research measures to ensure that the women using the Centre are receiving the best possible help as they move towards sustainability. The research conducted will include the social impact of the agency's programs and the social return on the agency's investments. This project will help the agency better understand how they can move women out of poverty and increase their income levels. The results will guide the agency's future program planning.	\$40,000	York Region
9	York Region Food Network (YRFN) Policy Update	The goal of this project is to provide a comprehensive set of Human Resources and Administrative policies for the agency. The development of these policies will provide YRFN with a solid infrastructure.	\$12,700	York Region
1	Women's Centre of York Region Enterprising Women Social Enterprise	Women's Centre of York Region will be working with five partners to pilot a social enterprise that will assist 15 clients who have specific business support skills. The social enterprise will provide targeted, outsourced administrative services (administration, Human Resources, recruiting, customer service) to local, small businesses that cannot afford to hire full time positions, and are interested in a flexible workforce.	\$99,332	York Region
2	York Region Centre for Community Safety Community Safety Hub	The agency will establish a model of service delivery for a multi-disciplinary team of professionals and organizations within one location will provide coordinated support to survivors of violence and their children.	\$93,000	York Region

York Region Community Investment Strategy (Draft)

1. INTRODUCTION:

The Community Investment Strategy directly contributes to advancing Regional human services goals and priorities. Investments will be targeted to community-based programs and services that complement and enhance the Community and Health Services Department's core services.

The Regional Municipality of York recognizes that community investments are an essential means of achieving its economic and social strategic goals. The Region is committed to strengthening community capacity and social infrastructure to improve communities' ability to identify and respond to residents' needs and changes. Moreover, the Region recognizes that the Region's investments enable community agencies to leverage funding from other community funding resources.

1.1 Principles

Community investments will be guided by the following core principles:

Accountability

The Region will make information about its funding activities available to the public, and will work with agencies so that Regional funding is used for the purposes for which it is provided.

Transparency

The Region will make information about the criteria and process for evaluation; and the results publicly available.

Responsiveness

The Region will consult with stakeholders in the ongoing review of community needs, and ensure that its investments are able to respond to new and emerging needs.

1.2 Goals

The goals of the York Region Community Investment Strategy are to:

- Invest in community services that address human service priorities as outlined in Regional strategies
- Strengthen the capacity of York Region human services system
- Promote innovative and collaborative programs and delivery models

2. SCOPE:

This Strategy applies to all community investments coordinated through the Strategic Service Integration and Policy Branch.

3. PURPOSE:

This Strategy is an integral part of investing resources in community-based sector in an accountable, consistent and effective manner to address the diverse needs of residents and gaps in services in York Region.

Investments will support a variety of projects to support low and moderate income residents through prevention and direct service delivery.

4. APPROACH:

The York Region Community Investment Strategy provides a framework to outline the funding process based on established principles and alignment with Regional strategic priorities and goals.

This Strategy will take a community-development approach by providing education and development opportunities for community organizations to effectively plan and deliver services and that will strengthen agency capacity to deliver services.

4.1 Investment Streams

Investments are to be made under three funding streams: Community-based Services, Organizational Development and Innovation and Collaboration.

Community-based Services Stream

The Community Services Stream invests in community-based social service programs/services that directly address human service gaps in York Region and align with Regional investment priorities.

Organizational Development Stream

The Organizational Development Stream provides supports to develop and strengthen organizational capacity of emerging and existing social service agencies in the human services sector.

Innovation and Collaboration Stream

The Innovation and Collaboration stream promotes innovation, multi-sectoral partnerships and collective actions to address increasingly complex and interrelated human service needs of communities. This stream is to support initiatives that present multi-faceted solutions through new, evolving and non-traditional models for working together and/or delivering social services.

4.2 Investment Priorities

A Results Based Accountability Framework has been adopted to guide community investment to effect positive change in the community.

The Community Investment Strategy is targeted towards improving the lives of low and moderate income residents living in York Region. As needed, priority may be given to those who face multiple or unique challenges (e.g., newcomers, youth, seniors). This may also include instances where targeting specific demographic, social or community characteristic (e.g. geographic, age, ethnic) for investment would best meet a service need.

Human services issues are interconnected and work together in a complex relationship; the Strategy recognizes and addresses these through a set of four comprehensive and integrated Community Investment Results. These Results contribute to residents being able to grow, live, work and age successfully.

1. **Economic Independence:** Low and moderate income residents have and keep jobs that match their skills and have financial stability.
2. **Social Inclusion:** Low and moderate income residents are connected and can engage in communities.
3. **Housing Stability:** Low and moderate income residents can live in affordable, adequate and suitable housing.
4. **Community Health:** Low and moderate income residents are healthy and able to make healthy choices.

The progress on advancing the Community Investment Results will be measured through an appropriate set of indicators. These indicators will be developed to help quantify the achievement of the Results.

As identified in 5.3(a), for each funding cycle, the Region will identify a set criteria for actions/programs/services under each Result that have a reasoned chance of improving and contributing to that Result. As illustrated in 5.3(e), performance measures will be developed and monitored to measure how well these actions/programs/services are working in the community. The Region will work with the community to track progress toward these Results.

4.3 Call for Proposals Process

The Region will hold an annual call for proposals process to receive project proposals for community-based, not-for-profit agencies. The call for proposals will include a two-stage process to enable a community development approach. Projects will be required to demonstrate how they fit with the community Investment Results and criteria for specific actions.

4.4 Investment Term

The investments under each stream may be allocated through either a single- or multi-year period. Investment periods will be based on available funds and the scope of each successful proposal. Projects receiving three consecutive years of funding will undergo a program review to determine ongoing need in the community for the program and how that need can be best addressed.

5. IMPLEMENTATION:

Procedures and tools will be developed including policies and guidelines to support the implementation of the Strategy.

5.1 Administrative Structure

The administrative structure developed under this Strategy will support the implementation of the Community Investment Strategy. A Community Investment Committee, comprising of representatives from Community and Health Services Department, will inform the on-going development and implementation of the Region's community investments.

5.2 General Administration Policies

- a) Funding for the Strategy will be integrated into the Community and Health Services Department's annual Business Plan and Budget cycle. New funding opportunities that arise outside of the Business Plan and Budget timeframe will be brought to Council for approval.
- b) For the Community Investment Program, The Regional Municipality of York will:
 - Provide staff resources for administering a call for proposals including advising and guiding organizations in developing applications prior to the deadline.
 - Review and evaluate proposals.
 - Develop and negotiate funding agreements with recipient organizations outlining the agreed upon deliverables, and the terms and conditions needed to meet the funding requirements.
 - Develop processes to monitor the recipient organizations' progress towards achieving the results and performance measures stated in the funding agreement.
 - Develop and manage the funding review process in an accountable and fair manner.
 - Make all funding decisions public.
- c) General Criteria

Accountability

Organizations must demonstrate that they are accountable through meeting the following criteria:

- Have a mandate that benefit York Region residents.
- Demonstrate the need for the service as it relates to the Departmental strategies and Community Investment Results.
- Be incorporated as a non-profit organization or a registered as a charity for the purposes of the *Income Tax Act* (Canada).
- Be governed by a volunteer board of directors/volunteer committees reflective of the community it serves, democratically elected, active, with a minimum of three members not related by blood or marriage.
- Have established and documented financial management systems in place and provide annual audited financial statements or a review engagement report.
- Have evidence of insurance coverage acceptable to the Region.

Transparency

Organizations must demonstrate that they are transparent to the communities they serve through the following criteria:

- Comply with the *Ontario Human Rights Code* in hiring practices and in the provision of all services.
- Comply with relevant federal, provincial and municipal laws including *Accessibility for Ontarians with Disabilities Act, 2005*.
- Demonstrate financial need that the agency does not otherwise have the resources necessary to undertake the activity for which funds are sought.
- Evidence of good standing with the Workplace Safety and Insurance Board (WSIB) in the form of a valid WSIB clearance certificate.
- Appropriately acknowledge The Regional Municipality of York as a funder.
- Be in good standing with The Regional Municipality of York.
- Have an ongoing internal evaluation process in place that seeks out and uses client feedback.

Responsiveness

Organizations must demonstrate that they are responsive to the community they serve by meeting the following criteria:

- The activity for which funds are sought must contribute to one of the Community Investment Results.
- Use demographics, research and other information to inform program/service planning and delivery.
- Services must not duplicate existing services unless it can be demonstrated that such duplication is warranted and appropriate.
- Normally operate within the boundaries of York Region and provide services to residents of York Region.
- Recognize the multicultural community perspective of York Region and respect the diversity of needs of the communities served.
- Build on existing community strengths such as volunteers and have partnering relationships with other community service providers in York Region.

d) Ineligible organizations

The Community Investment Program will not fund any of the following types of organizations:

- Organizations with mandates and activities covered under provincial or federal legislations/mandates including daycares, hospitals, and schools.
- Organizations where the service component is conditional upon participation in the religious activities of the organization.
- Organizations which have political affiliations.
- Organizations with primary athletic-based, environmental-based, educational-based, arts and culture based mandates.
- For-profit organizations.
- Organizations that duplicate service in the same geographical area.
- Organizations acting in the capacity of a funding body, fundraising drives or events.

e) Ineligible activities/costs

Proposals, unless otherwise exempted, will not be considered for the following:

- Purchase of property.
- Religious or political activities or proselytizing.
- Event sponsorships.
- Debt retirement, depreciation or deficit funding.
- Programs more appropriate for consideration under other York Region policies and programs.
- Settlement and English-language programs funded by the federal government.
- Proposals made exclusively by government or government based organizations.
- Projects at the national or provincial level unless a York Region based branch exists and a direct local benefit can be demonstrated.
- Overhead administrative costs (e.g., rent, utilities) accrued above and beyond a set limit by the Region.

5.3 Administration Guidelines

Administration processes and tools will be developed to direct the implementation of the Community Investment Strategy focusing on the components listed below. Each of the components identified below will be undertaken during each funding cycle for due diligence. The administrative procedures developed under these components will guide the delivery of a Community Investment Program in an accountable, transparent, and responsive manner.

a) Criteria setting

To determine specific criteria for action/programs/services under the four Community Investment Results to guide allocations and decision-making. This will be done in consultation with the Branches of Community and Health Services to maximize impact in advancing the Community Investment Results.

The development of specific criteria will utilize:

- Criteria suggested, recommended or required by another funding source.
- Criteria required to address targeting specific demographic, existing agencies, services, and geographic area.
- Other requirements as deemed appropriate to the initiative, e.g. service integration, barrier elimination, capacity building and service equalization.

b) Community Outreach

To provide information about the investment program to potential applicants and other stakeholders through the development of a targeted communication strategy.

c) Application review and Allocation Approval

To have in place appropriate mechanisms to receive and review proposals, and ensure that the basis for recommendations and assessment decisions of each proposal are well documented. To ensure fairness and transparency in decision-making and allocations, details of investment allocations will be provided to Council. Where appropriate, all multi-year service contracts will be reviewed and re-approved annually.

The Region's decisions on funding are final; and there is no appeal process.

d) Contracting and Monitoring

To maintain a consistent process in contracting with organizations through standardized requirements with respect to deliverables and performance. The performance measures will be keeping with the Results Based Accountability framework and will focus on measuring:

- How much did the funded programs do?
- How well did the funded programs do?
- Is anyone better off through the funded programs?

Monitoring results of investments is essential to ensuring such programs are achieving their objectives, particularly respecting the terms and conditions set out in the contracts.

e) Evaluation and Reporting

To assess the quality and impact of the community investments and identify opportunities to improve the efficiency and effectiveness of the Community Investment Program delivery process.

An annual activity report will be presented to Council and the community on the yearly allocations and performance of community investments.