

4

NEW AGENCY DEVELOPMENT FUND 2011 PROJECTS

The Community and Health Services Committee recommends the adoption of the recommendations contained in the following report dated December 17, 2010, from the Commissioner of Community and Health Services.

1. RECOMMENDATIONS

It is recommended that:

1. The Commissioner of Community and Health Services be authorized to allocate any unspent 2011 New Agency Development Funds to projects and activities that fall within the framework of the New Agency Development Fund Strategy, and that the Commissioner be authorized to execute Purchase of Service Agreements with agencies that meet this criteria.
2. Any unspent funds from the 2011 New Agency Development Fund not form part of the annual operating surplus but instead be carried forward to the next budget year and be re-invested in the program.

2. PURPOSE

This report provides the results of the Call for Proposals released on September 14, 2010 and outlines projects receiving funds from the New Agency Development Fund (NADF) in 2011 as listed in *Council Attachment 1*. This report also seeks approval that any unspent funds in 2011 from NADF not form part of the annual operating surplus but instead be carried forward to the next budget year and be re-invested in the program.

3. BACKGROUND

Funding established in 2008 to support new and emerging agencies

On June 19, 2008, Regional Council approved the development of a new funding strategy directed at building the capacity of new and emerging community-based social services agencies (who are five years old or less) with the adoption of Clause No. 1 of Report No.5 of the Community Services and Housing Committee. This funding strategy is known as the New Agency Development Fund.

On November 20, 2008, Regional Council approved the New Agency Development Fund Strategy including goals and objectives, eligibility criteria, selection process, timelines

and reporting and monitoring requirements through the adoption of Clause No.4 of Report No. 7 of the Community Services and Housing Committee.

The intent of NADF is to support the growth and development of new community-based agencies. Through NADF, the overall community service system network in York Region is strengthened and services that more aptly suit the changing population are made available.

The Region's existing Community Development and Investment Fund (CDIF) was established to support program delivery for established agencies. CDIF is a competitive process designed to deliver tangible, guaranteed returns on the Region's investment. It is very difficult for newer, smaller agencies to qualify for CDIF. NADF provides these newer, promising agencies with the opportunity to access funding that would be instrumental to their successful growth and service delivery.

The NADF Strategy also provides opportunities for professional development that increases agency capacity to successfully operate. This development is critical to the long-term success of community-based agencies. The Region has been applauded for the creation of NADF and it has been very well received by community agencies, both new and old, by other levels of government, and by other funders in the Region.

4. ANALYSIS AND OPTIONS

The latest NADF Call for Proposals was released in September 2010 following established procedures and through collaboration across departments

The Call for Proposals for projects to receive NADF funding in 2011 was released to the community on September 14, 2010. The process was administered by the Region's Supplies and Services Branch in collaboration with the Community and Health Services Department. The partnership ensures that essential features of the Region's purchasing process are included. The communication strategy included information posted on York Region's website and an email announcement sent to potential applicants. To ensure broad knowledge of NADF within the Region's diverse communities, advertisements were placed in a variety of newspapers including ethnic media. An information session was held and jointly hosted by the Community and Health Services Department and the Supplies and Services Branch. The meeting provided details on the Call for Proposals, how to complete the application and provided an opportunity to answer questions.

Under this Call for Proposals, the Region received 12 eligible proposals totalling approximately \$487,000 in requests for NADF funding. Five of these eligible projects, totalling approximately \$200,000 in requests, were not recommended for funding as the proposals were incomplete, lacked detail, and/or the projects were not developed to the point where the Region and residents could benefit from this investment. For the majority

of agencies who submitted proposals, this was their first attempt at applying for funding and many are unprepared to provide even the basic level of information or proof of ability to carry out a project required under any funding application process. To address this, staff will be meeting with these agencies to assist them in better understanding the funding and project development process, the NADF strategy and eligibility criteria so that the agencies can be in a better position to submit more complete implementable proposals under a future Call for Proposals.

All proposal submissions were evaluated by a NADF Evaluation Committee comprised of York Region staff as well as by representatives from the United Way of York Region, and the Ontario Trillium Foundation. The Supplies and Services Branch also participated in this process.

As outlined in the NADF strategy, the maximum amount that any agency may receive in a year is \$45,000. The limit is intended to provide funding to support small, newer agencies without overstretching their budget and management capacity.

Each proposal was scored using criteria established by the Community and Health Services Department including:

- Agency effectiveness
- Agency financial management
- Agency capacity
- Project benefits in the priority areas
- Project costs and budget
- Project sustainability

NADF is a unique fund because of its focus on assisting new agencies that are 5 years old or less, to develop their structure and become established. Council approved criteria required that the Selection Committee, among other things:

1. Identify projects that support organizational development and capacity building activities of new and emerging social service agencies that provide services to York Region residents in each of the priority areas; Homelessness Programs, Family and Children's Strengthening programs, Employment Supports and Public Health: programs that complement Regional public health initiatives.
2. Avoid project and service duplication.
3. Ensure services would be directed to low income residents throughout York Region.
4. Identify projects that will increase services to an expanding client base due to the Region's rapid growth and increasingly diverse community.

5. Consider only projects that are not the responsibility of other levels of government or programs within the Region.

In 2011 NADF agencies will have their first full year of funding and projects will be delivered from January 1 to December 31, 2011

The seven projects outlined in *Council Attachment 1*, totalling \$286,620 are recommended for 2011 funding. All projects will be delivered between January 1, 2011 and December 31, 2011. Due to implementation timetables and the timing of previous calls, 2011 represents the first full year of funding for NADF agencies.

The next step will be to negotiate the terms of the contracts and provide funding for the agencies to begin their work. For some agencies, this is their first experience receiving government funding. As such, many or all aspects of contract negotiation, reporting and insurance are being done for the first time. As expected, these agencies need and receive much more guidance and support than larger more established agencies.

NADF makes new services possible for low income and vulnerable residents

In 2011, York Region will contract with agencies such as:

- Welcoming Arms, a collaboration of churches in Aurora that work together to provide services to the homeless and those at risk of homelessness. This agency recently acquired their charitable status through the support of NADF. The agency will develop its organizational capacity with assistance from NADF, by developing and implementing a fundraising strategy to enhance their sustainability.
- Healthy Start, Healthy Future –Life with a Baby program provides multilingual peer based supports to new parents facing social isolation and post partum depression. The program provides continued supports through ongoing social programs and information designed specifically for parents with young children. Approximately 500 new parents will access services in 2011 and receive supports.
- The John Howard Society of York Region, provides supports to individuals and families that have been involved with the criminal justice system. The gap in service filled by the John Howard Society has been long anticipated and is supported as a valuable resource by other community-based social service agencies in the Region. Prior to this agency's existence individuals seeking this type of service would have to go outside the Region to obtain it.

These activities will be in addition to organizational development activities which will assist the agencies to remain accountable and viable and to continue to provide services to their clients.

Successful 2011 NADF agencies will receive professional development supports

An additional element of the NADF strategy is the provision of professional development opportunities to ensure that new agencies have the tools necessary to sustain themselves now and in the future.

The professional development sessions have proven to be successful and a necessary requirement to strengthen the operations of the individual agencies. The sessions enabled the agencies to grow, serve residents better, and make preparations to access additional funding streams. They also provided new agencies with a chance to network with each other and explore ideas. The session evaluations were extremely positive, indicating that the sessions were clear and informative.

Professional development is a mandatory component of NADF and in 2011 the sessions will be developed specifically to address the needs of the agencies that are successful.

Utilization of unspent funds further supports new agency development

As the region's population continues to grow, the demand for additional community-based social services will continue to increase. For the first time, in 2010, any unspent NADF funds will be carried over. It is estimated that \$37,000 of unspent 2010 NADF funds will be carried over to 2011. These funds will be included in a second Call for Proposals scheduled for the winter of 2011.

As in 2010, it requested that any unspent NADF funding be permitted to be available to NADF in the next year. Given that the funding period and amount is predetermined, the amount of funding to be carried over can be easily identified for the following year. This will enable the Region to continue to support new and emerging agencies in their development.

5. FINANCIAL IMPLICATIONS

The NADF Strategy is managed within the current annual budget of \$500,000. The total amount of \$286,620 for projects listed in *Council Attachment 1* is well within the annual approved budget allocation. The remaining funds will be used for a second proposal call which will occur in winter 2011 as well as to support program implementation such as professional development, mentoring opportunities for agencies and other program related expenses.

It is intended that the full NADF allocation be spent every year. However in the event that all funds are not spent, it is requested that the Commissioner reallocate any remaining funds in-year. Should any funds not be spent at the end of the year, it is

requested that the unspent amount be carried over to the next year to further support the growth and development of new agencies.

6. LOCAL MUNICIPAL IMPACT

NADF is directed at building the capacity of the new and emerging community-based social services agencies that are uniquely equipped to meet the increasing growth and diversity of our communities. This funding provides an opportunity for new agencies all over York Region to strengthen their capacity. Already the Region is reaping the benefits of this as a number of NADF agencies are partnering with larger mainstream agencies to serve and provide access to diverse communities.

7. CONCLUSION

The New Agency Development Fund has been successful. New and emerging York Region based community social service agencies were strengthened and in turn better addressed residents' needs and filled service gaps in York Region. In 2011 it is anticipated that NADF will continue to expand its ability to assist agencies in meeting the diverse needs of residents.

For more information on this report, please contact Cordelia Abankwa-Harris, Managing Director, Strategic Service Integration and Policy Branch at Ext. 2150.

The Senior Management Group has reviewed this report.

(Council Attachment 1 referred to in this clause is attached to this report.)

New Agency Development Fund Projects for 2011

No.	Agency and Project Name	Area in which Services are to be Purchased	Recommended Funding (\$)	Service Location
1.	Chabad Youth Network -Teens for Community	The project engages York Region teens through programming and volunteer opportunities. The teens participate in developing and executing the programs. Due to program demand, the agency intends to hire a full-time program co-ordinator to oversee the formation of programs and help in the implementation.	\$45,000	Thornhill and Richmond Hill
2.	GTA Faith Alliance- PC Maintenance & Repair: Youth Employment Skills Program	The goal of the program is to foster civic engagement and build healthy communities by providing youth ages 14-24 with the skills to realize their potential, secure gainful employment and gain valuable work skills in computer repair. 90 youth will attend an eight-week session and be trained on basic computer repairs and service. The target group is low income and at risk youth representing the diverse ethno-cultural population of York Region.	\$45,000	York Region
3.	Healthy Start, Healthy Future- Life with a Baby- York Region	The project focuses on agency sustainability (financial management, board recruitment, governance and community partnership), to continue providing services to new parents that reduce social isolation and provide a healthy start. The agency will provide nine peer-based parenting support programs and will enhance online support using multi-lingual texts.	\$45,000	York Region
4.	John Howard Society of York Region- Building Capacity in York Region	The focus of the 2011 project is on building organizational capacity in the following areas: Professional development for the Board of Directors and employees, a review of the strategic plan, policy development, creation of an employee evaluation tool, construction of manuals and guidebooks for new employees and board members, establishment of fundraising and financial planning strategies and the formation of partnerships and community relationships.	\$45,000	York Region
5.	Mind Body and Soul Self Help Support Centre Inc. - Optimum Mental Health and Fitness for York Region	The agency promotes alternate mental health and fitness programs. The agency is dedicated to creating an environment of optimum mental health and fitness by using cognitive behavioural strategies, nutrition, fitness, education and an understanding of the needs of our culturally diverse community. The objective is to create a barrier-free environment where participants are able to take part in an inclusive support program that creates an equal opportunity regardless of social, financial, physical, emotional, spiritual or racial status. The objective for 2011 is to expand programming and locations.	\$43,100	York Region
6.	Welcoming Arms - (St Andrews Presbyterian Church Aurora as the Flow through).	The agency is seeking continued NADF support to further develop their organization. They will continue to support the needs of their clients including the distribution of food vouchers and bus tickets. The primary objective of the agency is to relieve poverty by helping low income families with financial aid, referrals to social services.	\$18,520	Aurora

New Agency Development Fund Projects for 2011

No.	Agency and Project Name	Area in which Services are to be Purchased	Recommended Funding (\$)	Service Location
7.	York North Basketball Association - Organizational Development and Capacity Building	The agency would like to retain the program coordinator and continue enhancing the agency capacity by expanding and increasing services, including to low income families and to provide high quality basketball programming to a growing population. Maintain office space for the coordinator with the proper insurance, communication, sports equipment and office supplies.	\$45,000	Northern York Region
		Total of 7 projects	\$286,620	