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NEW AGENCY DEVELOPMENT FUND 2011 ANNUAL ACTIVITY REPORT AND 2012 UPDATE

The Community and Health Services Committee recommends the adoption of the recommendation contained in the following report dated January 25, 2012, from the Commissioner of Community and Health Services.

1. RECOMMENDATION

It is recommended that Council receive this report for information.

2. PURPOSE

This report provides an update on the activities of the New Agency Development Fund in 2011 and the results of the 2012 Call for Proposals released on September 15, 2011.

3. BACKGROUND

On November 20, 2008 Council approved the New Agency Development Fund Strategy (NADF) 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 that are five years old or less at the time of application. The focus of NADF is on building and promoting agency infrastructure and capacity to enable the provision of services that address gaps in the Region's service system. Eligible agencies must provide services that fall within four established priority areas: homelessness programs, family and children's services, employment support, and programs that complement public health initiatives.

With the active support of Regional staff, new agencies have an improved ability to provide service and are well positioned to seek other forms of funding.

4. ANALYSIS AND OPTIONS

New Agency Development Fund is directed at agencies that are five years old or less, to develop their organizational capacity

In 2011, NADF funds were allocated through two Calls for Proposals; one in September 2010 and a second in February 2011. Eleven agencies were successful in receiving NADF funding. This resulted in a total Regional investment to the community of \$436,620. Successful agencies ranged from those expanding their organizational capacity to new agencies that were just starting up. A summary of the 2011 projects and accomplishments are included as *Attachment 1*.

For a small investment of \$45,000 or less per agency, new agencies are positioned to support residents and fill service gaps in York Region

Eligible agencies may qualify for up to \$45,000 to develop the agency and build organizational capacity. The limit is intended to provide funding to support small, newer agencies without overstressing their budget and management capacity. Examples of agencies that received funding in 2011 include the John Howard Society of York Region (John Howard). John Howard provides homeless and housing supports to individuals involved in the criminal justice system and has received \$45,000 of funding annually through NADF since 2009. Over the past three years the agency has built its capacity establishing a steering committee and subsequently a board of directors, to incorporation and obtaining charitable status, hiring staff and beginning to provide client services. In 2011, John Howard has continued to strengthen and build the capacity of its Board of Directors, reviewed its strategic plan and developed various operational and fundraising policies and financial strategies. The agency recently relocated and has developed a partnership with the INN from the Cold. John Howard has also been successful in leveraging funding from other sources such as the United Way of York Region.

Another example of success is the Moving Forward 2015 Foundation. This agency offers interest-free micro loans to low income individuals for a variety of supports including return to school and furniture for those newly housed. In 2011, the agency developed a marketing campaign and fundraising strategy, recruited ten new volunteers and board members and researched other funding sources. The agency successfully developed policies and procedures and established new partnerships and referral sources. The agency also increased board membership and increased public awareness of the program. Funds for the loan program are raised through fundraising initiatives and the repayment program ensures sustainability. In their first year of service, the agency had 151 inquiries and administered 51 loans to low income residents. The agency reports only three defaults in loan repayments to date and has 41 applications to review in 2012.

Professional Development activities promote and support the development of new agencies

NADF agency staff and Board Members participate in a variety of mandatory professional development activities to support their long term growth and development. In 2011, the Region sponsored several professional development activities including:

- Communication Tools and Risk Management workshop led by York Region staff.
- Board Governance facilitated by Queen's University.
- Proposal Writing led by the Ontario Trillium Foundation.
- Participation in an Imagine Canada conference specifically designed for non-profit agencies. The conference addressed a variety of issues that face the not-for-profit sector including funding, human resources, volunteerism, governance, accountability and research. It was also a forum for agencies to share knowledge and best practices.
- Leadership development facilitated by Queen's University. The workshop focused on skills required to effectively manage an agency, and provided Executive Directors with resources to aid in personal development.

Each professional development session was evaluated by participants; the results were extremely positive indicating the need to continue to provide opportunities to support and develop the agency as it grows.

Staff have also heard from older, more established agencies that they could also benefit from such sessions. A Breakfast Networking session was held by the Region in November 2011. Over 55 new and established agencies attended the session. The keynote speakers, Adelina Urbanski, Commissioner, Community and Health Services and Daniele Zanotti, CEO United Way of York Region spoke to agencies about the changes taking place in the region and why agencies need to work together to anticipate and prepare for the future. This topic was selected as many agencies are seeking ways to meet the increased demand for services and the changing needs of residents. The event also provided an opportunity for all agencies receiving funding to network and make new contacts, which could lead to collaboration between agencies working on similar projects and serving similar residents.

In September 2011, the New Agency Development Fund Call for Proposals for 2012 funding was released to the community

This Call for Proposals followed the established process and was administered by the Region's Supplies and Services Branch of the Finance Department in collaboration with the Community and Health Services Department. The communication strategy included

information posted on the Region's website and an email to potential applicants. Advertisements were placed in a variety of newspapers including ethnic media to ensure information was available to diverse communities. An information session was also held in October 2011 providing details on the Call for Proposals, how to complete the application and to answer questions.

A Regional Selection Committee and representatives from other funders conducted a formal review and evaluation of each proposal. All proposals were scored using the following Council-approved criteria: age of agency, agency effectiveness, financial management, agency capacity, project benefits, project methodology and activities, project costs and budget, and organizational development and capacity building activities.

Ten proposals were approved for funding in 2012

Twenty-nine proposals were received and ten were recommended and approved for NADF funding for a total investment of \$429,458 as outlined in *Attachment 2*. Of the ten approved proposals, four agencies are receiving NADF funding for the first time. Three agencies are receiving NADF for a second year. The final three have received funding since 2009. These agencies are under five years of age and have demonstrated the capacity required to continue to grow and develop. All ten projects approved for funding will be delivered between January 1, 2012 and December 31, 2012. Staff are currently working with the ten agencies to negotiate the terms of the contracts and to provide funding for the agencies to begin their work. For some of the agencies, this is their first experience receiving government funding. As such, many aspects of the contract negotiation, reporting and insurance requirements are being completed for the first time. As expected, these agencies need and receive much more guidance and support than more established agencies.

The proposals that were not recommended for funding were incomplete, lacked detail, and/or the projects were not developed to the point where the Region or residents could benefit from the investment. Meetings will be arranged upon request for any agency that applied but was not recommended for funding in 2012 to provide feedback and assist them in better understanding the proposal process for next time.

Link to key Council-approved plans

The NADF Strategy contributes to the goals of the Community and Health Services Multi-Year Plan (MYP) by developing the capacity of community services agencies across the Region. Through these programs and services residents are able to access services that assist them if they are facing challenges such as social integration, are at risk of homelessness or require supports to find employment. These investments directly support the following MYP goals:

Goal #1 - Contribute to Regional economic vitality by helping low income residents with access to basic needs, and with finding and keeping jobs.

Goal # 5 – Foster social inclusion and economic opportunities by addressing the needs of a growing diverse community.

NADF can also provide a key support to the work being undertaken by both the Human Services Planning Board's Making Ends Meet Initiative and the York Region Immigration Settlement Strategy.

Review of the New Agency Development Fund Strategy and processes is underway

In order to ensure that NADF and the Region's other community investment initiatives are successful in meeting their goals, a review of the program is underway. The review is examining how York Region's funding strategies can more directly support the broader strategies such as Making Ends Meet, the York Region Immigration Settlement Strategy, the 2011 to 2015 Strategic Plan and Vision 2051. The review will also look at the current funding priorities, selection process and administration and will look at ways the Region can strengthen agency capacity. Based on feedback from the professional development activities that have been held, there is an expressed need to increase assistance to agencies with organizational development. A report will be prepared for the Community and Health Services Committee in the spring of 2012 that outlines the findings of this review and recommend potential next steps. Any transition to a new program or methodology will be phased in over time.

5. FINANCIAL IMPLICATIONS

In 2012, the total base budget for the NADF Strategy is \$500,000. A total of \$429,458 has been allocated to ten approved projects. The remaining funds of \$70,542 will be used to support professional development and mentoring opportunities for agencies and other program related expenses such as advertising.

6. LOCAL MUNICIPAL IMPACT

NADF is directed at building the capacity of community based agencies that are five years old or less and are uniquely equipped to meet the increasing growth and diversity of our communities. Already the Region is benefiting as a number of NADF agencies are providing services to residents, obtaining funding from other sources to sustain themselves and collaborating with each other and larger, more established agencies.

7. CONCLUSION

The New Agency Development Fund has been extremely successful. York Region based community agencies were strengthened and in turn were able to better address the needs of residents and fill service gaps. In 2012, it is expected that NADF will continue to meet the diverse needs of residents and expand its ability to assist more new agencies in the deliver of services.

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

The Senior Management Group has reviewed this report.

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

**New Agency Development Fund (NADF)
2011 Projects, Summary of Activities**

No.	Agency and Project Name	Agency Description	Project Description	Funding Allocation	Service Area
1	Chabad Youth Network -Teens for Community	The agency provides activities, supports and volunteer opportunities for teens in the community. Teens participate in developing and executing the programs.	In 2011, the agency hired a full-time program coordinator to oversee the formation of the programs and help in the implementation. The agency also developed a strategic plan and financial management strategy .	\$45,000	Thornhill and Richmond Hill
2	Destiny Gospel Centre- Destiny Community Outreach Program	The agency's objective is to equip African, Caribbean and Canadian Black families living in York Region, with tools to live healthy and productive lives and contribute to their communities.	In 2011, the agency offered supports, referrals and workshops to families and youth in the Black and Caribbean community. They conducted a needs assessment of the Black population in York Region and developed and implemented best practices in policies and procedures and program planning and evaluation. The agency held a youth symposium in October 2011 providing an opportunity for youth to participate in workshops and hear motivational guest speakers. Through the development of the needs assessment, the agency formed partnerships with Vaughan African Canadian Association, Markham African Canadian Association and Legacy4Youth.	\$32,780	Southern York Region
3	Family Lifestyle Community Services- Smart Eating	The agency's goal is to educate Asian families living in York Region about nutrition and healthy food preparation.	In 2011, the agency hired part-time program co-ordinators to deliver workshops to the Asian community on nutrition and healthy food preparation. The agency secured an office location, held 8 workshops, developed and implemented a volunteer and Board of Directors recruitment strategy and program evaluation as well, promoted public awareness of their programs. The agency partnered with local business and community centres to obtain kitchen space to deliver the program.	\$37,600	Markham

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2011 Projects, Summary of Activities**

No.	Agency and Project Name	Agency Description	Project Description	Funding Allocation	Service Area
4	GTA Faith Alliance- PC Maintenance & Repair: Youth Employment Skills Program	The agency goal's 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.	The target group is low income and at risk youth representing the diverse ethno-cultural population of York Region. In 2011, the agency focused on the development of a strategic plan and a financial management strategy, board development and recruitment and developing community partnerships. Ninety youth attended an eight-week session and were trained on basic computer repairs and service. To provide training, obtain employment placements and other supports, the agency formed partnerships with Community Living- Markham, Community Counselling Services of York Region, The YMCA , Future Shop, Staples and The Bay.	\$45,000	York Region
5	Healthy Start, Healthy Future- Life with a Baby- York Region	The agency provides a social and peer support network for new parents in York Region.	In 2011, the agency focused on sustainability, financial management, board recruitment, governance and community partnership. Services to new parents were continued to reduce social isolation. The agency provided nine peer-based parenting support programs and enhanced online support using multi-lingual texts. The agency has established many partnerships including with Ontario Early Years Centres, Catholic Community Services of York Region, Richmond Hill Christian Church and the Canadian Red Cross.	\$45,000	York Region

**New Agency Development Fund (NADF)
2011 Projects, Summary of Activities**

No.	Agency and Project Name	Agency Description	Project Description	Funding Allocation	Service Area
6	John Howard Society of York Region- Building Capacity in York Region	The agency provides support to people involved with or affected by the criminal justice system.	In 2011, the agency continued to build 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 development of partnerships and funding opportunities. The agency's partnerships include YRP, Public Health, the I.D Clinic and Housing Help Centre and Inn From the Cold.	\$45,000	York Region
7	Mind Body and Soul Self Help Support Centre Inc. -Optimum Mental Health and Fitness for York Region	The agency promotes alternative mental health and fitness programs using cognitive behavioural strategies, nutrition, education and an understanding of the needs of culturally diverse communities.	The objective of this program is to create a barrier-free environment where participants are able to take part in an inclusive support program that creates equal opportunity regardless of social, financial, physical, emotional, spiritual or racial status. In 2011, as part of the agency's program delivery, they developed partnerships with Community Living, Aids Committee of York Region, Pilgrim Feast and CHATS.	\$43,100	York Region

**New Agency Development Fund (NADF)
2011 Projects, Summary of Activities**

No.	Agency and Project Name	Agency Description	Project Description	Funding Allocation	Service Area
8	Moving Forward 2015 Foundation- Next Step Program	The agency offers interest-free micro loans to low income individuals for a variety of supports including return to school and furniture for those newly housed.	In 2011, the agency hired an executive director who focussed on administering the program, developing partnerships, building a database, developing a marketing campaign and fundraising strategy, recruitment of volunteers and board members and researching other funding opportunities. To establish a referral partnership, the agency partners with many agencies including Sandgate Women's Shelter, Yellow Brick House, the I.D Clinic and Housing Help Centre, John Howard Society of York Region, Children's Aid Society and Pathways For Children, Youth and Families of York Region.	\$45,000	York Region
9	Vaughan Community Health Center- Working Together	The Centre works with its diverse communities to promote health and well being, facilitates access to services for the most vulnerable, and collaborates with partners to address community priorities.	In 2011, an instructor was hired to develop, deliver and evaluate a curriculum for a childcare training program to increase child care spaces on-site, provide training and work experience to residents participating in the program thereby expanding the agency's social programs. The agency collaborated with another community health care provider and created a comprehensive resource binder for the childcare training program.	\$34,620	Vaughan
10	Welcoming Arms - (St Andrews Presbyterian Church Aurora as the Flow through).	The primary objective of the agency is to relieve poverty by helping low income families with financial aid and referrals to social services.	In 2011, the agency developed a communication plan to support their fundraising goals and objectives. Six churches located in Aurora collaborate, provide financial sponsorship and volunteers to support the operation of the agency.	\$18,520	Aurora

**New Agency Development Fund (NADF)
2011 Projects, Summary of Activities**

No.	Agency and Project Name	Agency Description	Project Description	Funding Allocation	Service Area
11	York North Basketball Association - Organizational Development and Capacity Building	The agency provides an opportunity for athletes and coaches to reach their potential by providing quality basketball coaching and programming including supports to low income families.	In 2011, the agency maintained office space for the Coordinator with the proper insurance, developed communication materials and marketing campaign, updating of the website and promoted the agency through community involvement. The agency partnered with the York Region school boards and the Town of Newmarket and Operation Sparrow as part of the program delivery.	\$45,000	Northern York Region
			Total of 11 projects	\$436,620	

**New Agency Development Fund (NADF)
2012 Projects**

No.	Agency and Project Name	Agency Description	Project Description	Previous Funding	2012 Funding Allocation	Service Area
1	Chabad Youth Network - Teens for Community	The agency provides activities, supports and volunteer opportunities for teens in the community. Teens participate in developing and executing the programs.	The agency will hire a co-ordinator and part time staff to work with youth to develop leadership skills and address increased participation in the program and will continue capacity building activities.	2009 - \$27,300 2011 - \$45,000	\$45,000	Thornhill and Richmond Hill
2	Destiny Gospel Centre - Community Outreach Program	The agency's goal is to equip African, Caribbean and Canadian Black families living in York Region, with tools to live healthy and productive lives and contribute to their communities.	The agency intends to integrate youth and family programming into their service delivery model, build supports within the agency and provide the new programs on an ongoing basis. The agency will develop a strategic plan, improve board governance practices and develop marketing and fundraising strategies to support the agency's sustainability.	2011 - \$32,780	\$45,000	Southern York Region
3	Family Lifestyle Community Services- Smart Eating	The agency's goal is to educate Asian families living in York Region about nutrition and healthy food preparation.	These topics will be taught through a variety of methods, including seminars, games and hands-on food preparation. The program participants will learn about nutrition and healthy cooking methods and improve eating habits. In 2012, the agency will focus on developing board members and staff, and policies and procedures.	2011 - \$37,600	\$45,000	Markham

COUNCIL ATTACHMENT 2

**New Agency Development Fund (NADF)
2012 Projects**

No.	Agency and Project Name	Agency Description	Project Description	Previous Funding	2012 Funding Allocation	Service Area
4	Healthy Start, Healthy Future- Life with a Baby	The agency provides a social and peer support network for new parents in York Region.	The program is designed to educate, normalize and support individuals with Post Partum Mood Disorders. The agency will promote staff development and work toward strategic goals as defined by their two year strategic plan.	2009 - \$44,600 2010 - \$45,000 2011 - \$45,000	\$45,000	York Region
5	John Howard Society of York Region- Building Capacity	The agency provides support to people involved with or affected by the criminal justice system.	The project will continue to build capacity of the Board of Directors, Human Resources, and agency administration.	2009 - \$45,000 2010 - \$45,000 2011 - \$45,000	\$45,000	York Region
6	Moving Forward 2015 Foundation - Next Step Program	The agency offers interest-free micro loans to low income individuals for a variety of supports including return to school and furniture to those newly housed.	The agency will complete development of by-laws, register as a charity, review and redesign program application forms, expand the Board of Directors and build on partnerships.	2011 - \$45,000	\$45,000	York Region
7	My House: Rainbow Resources of York Region - Creating a Resource Centre	The agency provides information, supports and links to social services for the Lesbian, Gay, Bisexual, Transgendered, Queer and Questioning community.	The agency will establish a location, incorporate, obtain charitable status, develop a set of by-laws and policies, create board structure and develop a set of strategic directions for the next three years.		\$45,000	York Region

**New Agency Development Fund (NADF)
2012 Projects**

No.	Agency and Project Name	Agency Description	Project Description	Previous Funding	2012 Funding Allocation	Service Area
8	One Voice Network - Strategic Planning for One Voice Network	The group's goal is to bridge the gap between local employers and job seekers with all types of disabilities.	This is a collaborative network of over 30 service providers, agencies and associations. The goals of the project are to hire a co-ordinator to link individuals with employers, develop a strategic plan, develop policies, procedures and by-laws, create an organizational chart and develop an operating budget.		\$24,591	York Region
9	Ranji Singh Foundation - RSF Organizational Development	The agency's goal is to provide cultural integration in northern York Region by holding community events and celebrations.	The agency will work with other established agencies to build on their inclusivity practices, consultants and the Board of Directors to develop strategic, organizational and program plans, establish operating and administrative procedures, as well as review and revise by-laws and train the Board of Directors.		\$45,000	Northern York Region
10	York Region Seniors Wellness Centre - Building Blocks	The agency's goal is to provide social, recreational, educational and mentoring programs to seniors in the community to promote a healthy and active lifestyle among seniors and their family members.	The agency provides supports to seniors to adapt and sustain a healthy and active lifestyle and promotes volunteerism and community involvement. The agency will establish by-laws, a strategic plan, develop policies, protocols, a volunteer manual, obtain audited financial statements and develop administrative procedures.		\$44,867	Richmond Hill and Markham
			Total of 10 projects		\$429,458	