

5

NEW AGENCY DEVELOPMENT FUND 2009/2010 UPDATE

The Community and Health Services Committee recommends the adoption of the recommendation contained in the following report dated April 28, 2010, from the Commissioner of Community and Health Services, amended to read as follows:

- 1. Any unspent funds in 2010 from the 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.**

1. RECOMMENDATION

It is recommended that:

1. Any unspent funds from the 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 an update on the activities of the New Agency Development Fund (NADF) for projects funded in 2009 and to report on the results of the 2010 Purchase of Service Request released on January 21, 2010.

3. BACKGROUND

Funding 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 new funding strategy is known as the New Agency Development Fund and has an annual funding amount of \$500,000.

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 organizational development and capacity building activities of new and emerging social services agencies who meet the established eligibility criteria. Existing community agencies are under increasing pressure to provide services to an expanding client base resulting from the Region's rapid growth, rapidly changing diversity and limited sources of funding for social services agencies. 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 limited purchase of community services within one year. 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 make an important contribution to their successful growth and service delivery.

By actively supporting the growth and development of new community based agencies through NADF, the overall service system network will be strengthened and services that more aptly suit the changing population will be available. Where most funds focus on program or service delivery, new agencies cannot compete successfully for funding against the older, more established agencies. The NADF Strategy provides an opportunity for new agencies to receive support to promote their growth and organizational development. This includes professional development sessions to increase their capacity to successfully operate their agency. This development is critical to the long-term success of 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 first Purchase of Service Request was released in June 2009

As 2009 was the first year for NADF, work included design and implementation of the strategy. Agency selection began in June 2009 when the first Purchase of Service Request was released by the Region's Supplies and Services Branch to the community. The communication strategy included information posted on York Region's website and an email announcement of the release. To ensure broad knowledge of NADF within the Region's diverse communities, newspaper advertisements were placed in a variety of newspapers covering all of York Region. 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 Purchase of Service Request and how to complete the application. Responses were provided to additional general questions. The proposal submissions were evaluated by a NADF Evaluation Committee comprised of York Region staff, representatives from the United Way of York Region and the Ontario Trillium Foundation as well as one representative from Peel Region where a similar fund exists.

NADF successfully supported nine new and emerging agencies to build organizational capacity and expand services in 2009

In total, nine projects received funding through NADF in 2009 resulting in a total investment to the community in the amount of \$314,000.

Successful agencies included very new agencies just starting out who wished to strengthen their capacity, as well as those that wanted to establish their agency and programs in the Region.

NADF is a unique fund because of its focus on assisting new agencies to develop their structure and get established. For the majority of agencies who received NADF in 2009, this was their first experience receiving funding. As such, many or all aspects of contract negotiation, reporting and insurance were being done for the first time. As expected, these agencies needed much more guidance and support than larger more established agencies.

Agencies were highly successful in achieving their goals

Due to the timing of the 2009 call for proposals, contracting with the agencies began September 1, 2009 and ended March 31, 2010 providing the agencies with sufficient time to implement their projects. The project activities that occurred in the first quarter of 2010 were funded out of the 2010 NADF budget. A list of the 2009 agencies that received NADF is included as *Attachment 1*. All nine of the agencies funded in 2009 were highly successful in delivering the services and implementing activities. For example, the John Howard Society of York Region, which the community and Regional Police have been anxious to bring to York Region, was successful in implementing the initial steps to establish an independent entity in York Region. With funding from NADF, the John Howard Society was able to hire a coordinator whose focus was to establish a John Howard Society chapter in York Region. The coordinator was successful in forming a board of directors, establishing local partnerships and submitting the necessary application to become an incorporated not for profit registered charity. Due to this success and with additional funding in 2010, the John Howard Society of York Region will begin to provide services to residents.

Successful NADF agencies receive the professional development supports required to remain viable in an economy where social services supports are increasingly in demand

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.

York Region engaged the School of Business Executive Development at Queens' University to provide a two-day governance session developed specifically for the needs of new not-for-profit agencies.

The session provided a unique opportunity for board members and directors to receive one-on-one supports, training and guidance in the areas of: Understanding Governance, the Role of the Board and the Role of the Board in Strategic Planning. It also provided new agencies with a chance to network with each other and explore ideas. The session evaluation was extremely positive. The agencies indicated that the sessions were clear, concise, informative and applicable.

In partnership with United Way of York Region, new agencies were also able to participate in additional capacity building workshops. The sessions were facilitated by professionals in each field and included topics such as: Employment Law, Strategic Planning for Non-Profit Organizations and Human Resources.

The professional development sessions proved to be successful and a necessary requirement to strengthen the operations of the individual agencies. The sessions enabled the agencies to grow and serve residents better and to prepare to access additional funding streams for program enhancement and development in the future.

For example Healthy Start, Healthy Future used the information and redesigned their board to ensure diversity as well as include individuals who have first hand knowledge of the type of work they do. The Board subsequently developed a strategic plan to ensure future success and longevity of the agencies activities.

The second Purchase of Service Request was released on January 21, 2010 for projects covering the period of April 2010 to December 31, 2010

On January 21, 2010 Community and Health Services released a second call for proposals to the community through the Supplies and Service Branch. The Purchase of Service Request was based on NADF eligibility criteria, Community and Health Services Department priorities and available funding.

In 2010 a total of 10 new agencies were recommended for funding for a total community investment of \$390,000. The requests ranged from new agencies just starting up to agencies building organizational capacity through enhancement of their programs and service delivery. A summary of the recommended 2010 projects are included as *Attachment 2*.

The next step will be to negotiate the terms of the contracts and flow funding for the agencies to begin their work. Professional development will be offered to agencies again in 2010. As requested in the recommendations, upon approval by Council, the Commissioner will execute the Purchase of Service agreements with successful agencies.

As the community's knowledge of NADF increases it is anticipated that the number of agencies responding to the annual Purchase of Service call for proposals will also increase. As the Region's population continues to grow, the demand for additional community based social services will continue to increase. It is requested that any

unspent NADF dollars be permitted to be available to NADF in the next year. This will enable the Region to continue to invest in the community and to continue to support new and emerging agencies in their organization and capacity development.

5. FINANCIAL IMPLICATIONS

The NADF Strategy is managed within the current annual budget allocation of \$500,000. In 2009, \$300,000 of the \$314,000 allocated to the nine new agencies was spent. As stated in this report, due to the timing of the 2009 call for proposals, the remaining \$14,000 will flow in 2010. A further \$38,000 was spent on the professional development sessions outlined in this report for a total expenditure in 2009 of \$338,000. To date, over \$476,000 has been allocated through NADF for 2010.

It is intended that the full NADF allocation be spent every year. However in the event that all funds are not spent, it is recommended that, with Council approval, the Commissioner can 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. The fund provides an opportunity for new agencies all over York Region to strengthen the service system of supports in York Region. In particular, a variety of ethno cultural communities were able to access funding not only to develop capacity but to provide culturally diverse services.

7. CONCLUSION

The New Agency Development Fund has had a successful first year. New and emerging York Region based community social service agencies were strengthened and in turn better addressed needs and filled service gaps in York Region. In 2010 it is anticipated that NADF will 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.

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

Summary of the 2009 New Agency Development Fund (NADF) Projects

No.	Agency Name	Project	Services Delivered	Service Delivery Area
1	Canadian Multicultural Links Association	Webpage in English and Chinese of York Region information	Established a webpage in Chinese and English to serve as a bridge and fill in the gaps of Canadian and Chinese cultures by providing links and listings for easier access of York Region information and programs offered by the agency. The project will be sustained through volunteers.	York Region
2	Chabad Youth Network	TFE/ Teens for Community	The agency hired a coordinator to develop leadership skills in youth by having the youth assist in a variety of community activities such as distribution of holiday gift baskets, food and clothing drives, recreational activities, and services for the elderly. On average about 40 youth participated. The agency had on average 2000 youth participating monthly in the recreational programs offered at the centre.	Richmond Hill
3	Eating Disorders of York Region	Emotion in Motion	The agency developed and printed a directory of resources. The directory was used as a presentation tool for the York Region District School Board and York Catholic District School Board. More than 300 schools received a copy of the directory and 38 presentations were held. A partnership was formed with other not for profit agencies and a new Community Support Centre was established in Richmond Hill.	York Region
4	First Chinese Senior Associate of Vaughan	Family Integration Harmony Celebration	Through the work of volunteers the agency provides programs and activities to seniors in Vaughan. The agency built capacity by developing a volunteer hand book, enhancing their office and program equipment and by adding programs, recreation and social activities for seniors and their families. The agency provided 13 workshops/seminars benefiting 220 individuals. The agency was able to develop communication materials in English and Chinese to increase public awareness of the services offered.	Vaughan
5	Fuerza Latina Community Services	Smart Chats - S-CHATS	The agency provides peer support to at risk youth in Vaughan. The agency enhanced service delivery and capacity by engaging a consultant to develop a Strategic Plan manual to guide the agency's work and a Policy and Procedures manual for volunteers.	Vaughan

Summary of the 2009 New Agency Development Fund (NADF) Projects

No.	Agency Name	Project	Services Delivered	Service Delivery Area
6	Healthy Start, Healthy Future	Life with A Baby	Through events, workshops and online support the agency provides peer support to new parents and families, in particular to new mothers who feel socially isolated or who are experiencing post partum mood disorder. The agency held 157 events, with approximately 654 individuals participating. Programs and workshops were provided in English, Mandarin, Russian and Farsi. The agency built capacity by engaging an outside consultant to complete a comprehensive evaluation of the program. The agency will be looking to implement the recommendations from the evaluation in the future.	All of York Region
7	John Howard Society of Ontario	Establishment of the John Howard Society of York Region.	The group began the initial steps to become incorporated as an independent entity in York Region. The agency has established a board of directors, set up of the administrative office and has submitted an application for incorporation. The agency is in the process implementing the necessary procedures to provide one on one supports and services to individuals in conflict with the law and their families in York Region.	York Region
8	Welcoming Arms	Charitable Number	The agency engaged legal services to receive charitable status, upgrading office equipment and supplies. The services offered through the program benefited 677 individuals.	Aurora
9	York Region Youth Outreach	Youth Initiative Markham Outreach	The program will offer a variety of recreational sport programs to youth in the Markham area. These programs address the needs of new immigrants and low income families. The agency trained and certified 16 new coaches and 120 youth participated in the recreational activities.	Markham

2010 Recommended New Agency Development Fund (NADF) Projects

No.	Agency Name	Project	Services Delivered	Recommended Funding	Service Delivery Area
1.	GTA Faith Alliance	Youth Employment Skills Program - PC maintenance & Repair	Located in Vaughan, the agency has requested start up funds for a youth computer repair and job search program to create opportunities for youth in the computer repair field. The project will provide supports to 75 youth aged 14-24. Those receiving training will participate in job search activities, life skills workshops and have access to a computer lab.	\$45,000	All of York Region
2.	Healthy Start, Healthy Future	Life With A Baby	To provide peer supports to new families and reduce the symptoms of post partum mood disorders through workshops, event and online support. The agency will provide free, multi-lingual parenting workshops, develop programming and increase public awareness. The agency will build capacity by offering staff and volunteer training sessions and developing a training resource binder, a volunteer recruitment strategy and a policy manual on the manager's roles and responsibilities.	\$45,000	All of York Region
3.	John Howard Society of York Region	To continue to establish a new John Howard Society of York Region	To begin to provide homeless and housing supports to individuals involved in the criminal justice system and their families residing in York Region. The agency will continue the steps to establish as an independent entity in York Region. In 2010, the agency anticipates being registered as a not for profit registered charity.	\$45,000	All of York Region
4.	King Township Food bank	King Township Food bank	To build agency capacity to obtain incorporated status as a not-for-profit agency and to improve operations at the food depot.	\$44,957	King Township
5.	Mind Body and Soul Self Help Support Centre Inc.	Optimum Mental Health and Fitness for All	Providing non-traditional mental health supports, the agency's request is to coordinate the administration of the program and provide low-cost fitness, nutrition and self help programs to those who are experiencing mood disorders.	\$41,179	Richmond Hill

2010 Recommended New Agency Development Fund (NADF) Projects

No.	Agency Name	Project	Services Delivered	Recommended Funding	Service Delivery Area
6.	Nin os kom tin Centre Development Project	Nin os kom tin Centre Development Project	The agency's objective is to establish as a stable organization with a solid development plan, financial strategy and communications network. The agency proposes to hire a coordinator to establish by-laws, develop a five year strategic plan, a website and continue Nin os kom tin's activities and events for off reserve Aboriginal people in the Region.	\$45,000	All of York Region
7.	Pilgrim Feast Tabernacles	Family Resiliency Program	Located in Vaughan, the agency proposes to strengthen programming by developing and incorporating a family resiliency/life skills training program utilizing a train the trainer model. The agency will develop manuals and standard operation procedures and provide training and counselling services to children, youth and families.	\$43,930	All of York Region
8.	Welcoming Arms	2010 Operations	To continue capacity building operations started in 2009 and continue to serve low-income individuals residing in Aurora. To plan events to increase awareness within the community, increase financial support, finalize charitable status and export knowledge to neighbouring communities.	\$8,250	Aurora
9.	York North Basketball Association	Organizational Capacity and Program Delivery Enhancement	The agency proposes to hire a co-ordinator for the planning and development of the existing program resulting in increased membership.	\$45,000	Northern York Region
10.	York Region Youth Outreach	Youth Initiative Markham	To provide a variety of affordable recreational and sports programming to youth in the Markham area at a low fee. The agency will assist individuals to attain coaching certification and will deliver workshops to all coaches and trainers. The agency uses the partnerships formed and trains and recruits volunteers to assist with the project.	\$26,650	Markham
	Total			\$389,966	