TORONTO

STAFF REPORT
ACTION REQUIRED

Community Service Partnerships – 2007 Allocations

Date:	April 27, 2007
To:	Community Partnership and Investment Program Appeals Sub-committee
From:	Executive Director, Social Development, Finance & Administration
Wards:	All
Reference Number:	

SUMMARY

Community Services Partnership (CSP) program provides ongoing support to not-for-profit organisations that work to improve social outcomes for vulnerable, marginalized and high-risk communities. The total Community Services funding envelope within the Community Partnership and Investment Program is $10,499,370.00.

A total of 233 organisations were assessed for municipal support under the 2007 CSP. This report recommends that $10,364,370.00 be allocated to 229 organisations for 485 programs (418 service programs and 67 core administration requests). This amount includes $10,058,432.00 recommended to maintain ongoing funding to eligible programs; and $305,938.00 recommended for allocation to new and increased requests under the equity framework. An additional amount of $25,000.00 is held for appeals.

Within the CSP funding envelope, an amount of $110,000.00 is to be directed to locality based social development, including $42,000.00 for locality based planning and service activities in Alexandra Park recommended in this report, and $68,000.00 for locality based social development activities in Regent Park which is the subject of a separate report to Community Development and Recreation committee.

RECOMMENDATIONS

The Executive Director, Social Development, Finance and Administration recommends that:

1. 2007 Community Service Partnerships allocations totalling $10,389,370.00 for 485 programs in 229 organisations as described in Appendices "A" and "E" be approved, including an amount of $25,000.00 be held for appeals;

2. the Executive Director, Social Development and Administration be delegated the authority to allocate funds of up to $42,000.00 to a suitable trustee organisation to support the youth worker position and community planning process in Alexandra Park;

3. this report be forwarded to the Community Development and Recreation Committee; and

4. the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Financial Impact
There is no financial impact beyond what has been approved in the 2007 Approved Operating Budget.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

Community Services Partnership program provides ongoing support to organisations based on annual applications and recommendations. Recommendations for support are brought forward after the City operating budget is determined which identifies the funding available for allocation.

The Appeals Sub-committee will meet to hear appeals, and its recommendations will be forwarded to the Community Development and Recreation Committee, which then makes recommendations to City Council for approval.

ISSUE BACKGROUND

The City of Toronto provides support to the not-for-profit sector through funding programs under the general authority for making municipal grants provided in Section 83 of the *City of Toronto Act, 2006* (S.O. 2006, c.11). The City supports and sustains the social well being of Toronto's communities by providing funding to not-for-profit organisations under the Community Service Partnerships (CSP) for programs that address its mission to improve social outcomes for vulnerable, marginalized and high-risk communities.

In order to support a stable community services sector and provide opportunities for communities to come together to address issues, CSP operates as an ongoing funding program. While the mission remains constant, the CSP program guidelines and

administrative practices are reviewed and modified regularly to respond to emerging issues in the sector.

The CSP Program Guidelines are posted on the City's website at www.toronto.ca/grants/csp This document defines the purpose of the CSP and its relation to City goals and the City of Toronto Grants Policy, organisational and program eligibility, criteria against which organisations and their programs are assessed, the allocations process, and provides information on resources to help organisations with their application.

COMMENTS

Application Process:

The 2007 CSP applications were due on December 12, 2006 at 4:00 p.m. The application package was made available on the City of Toronto web site for all applicants. Applicants who did not have internet access could request a package to be mailed. Notice of the upcoming CSP application package was mailed to 517 organisations during the last week of October 2006. A further 39 copies of the CSP application package were mailed to organisations at their request or were picked up at CSP information sessions.

During the 2007 application cycle, 114 returning CSP organizations filled out their applications on-line in the pilot of the Corporate Grants Information System (CGIS). The CGIS is a major innovation in e-business service for the city, developed to improve the application process for applicants as well as to provide better capacity for CPIP programs to coordinate assessment and monitoring activities and report on performance measures across all city funding programs. The pilot participants were selected to ensure representation from organisations of different budget and service sizes, different staffing arrangements and different computer capacity and skill levels. This wide range of circumstances and resources enabled the pilot testing to identify many concerns and issues that would be expected later in the full implementation of CGIS for CSP and for all city funding programs.

All the 2007 pilot organizations were trained on the system in 13 training sessions and telephone support was provided 13 hours a day, 7 days a week for the duration of the application period. Pilot participants brought up a wide range of technical and capacity issues, as well as identifying mistakes and problems within the on-line system. During this period, staff responded to over 600 calls and e-mails and provided one-to-one support such as additional training time or access to computers. System corrections and one-to-one problem solving ensured that pilot organisations were able to navigate the application, and all the CGIS pilot organisations successfully submitted their applications online. Participating organisations are being formally consulted about their experience and data from the support calls will be reviewed in order to improve the process for the coming years.

A number of supports are available prior to the CSP application deadline to help organisations understand the CSP program guidelines, criteria and timelines. Two CSP information sessions were held at Metro Hall and three were held at Civic Centres during November and December. In addition, Community Development staff provided individual support for some applicants by phone or by appointment. A series of workshops is provided throughout the year for developmental organisations to increase their ability to build strong, accountable organisations and increase their capacity to present their funding applications effectively.

Assessment Process:

The CSP assessment is conducted in two stages. The program and organisation must meet all the eligibility criteria and be assessed as having a strong fit and appropriate performance level using the assessment criteria. The criteria reflect the CSP risk management framework and ensure that funding is recommended to organisations with the capacity to appropriately manage and deliver the intended programs.

On April 25, 2007, the Community Partnership and Investment Program Appeals Sub-Committee received a report titled "Ineligible Applicants to the 2007 Community Service Partnerships" that recommended that 15 new and 2 returning applicants, determined to be ineligible, be advised that they are not eligible for support under the 2007 Community Service Partnerships (CSP). The report was amended to provide that two returning applicants proceed to the assessment review. This report includes recommendations for 233 applicants, including the two that were directed to be included in the assessment review.

Once an organisation and program have been found to be eligible, the application moves to the assessment phase. Eligible organisations are assessed to determine how well they contribute to the CSP goals and priorities by looking at the organisation's track record in the areas of the organisation's management structure and its capacity to deliver the programs for which funds have been requested. To be funded, the assessment must show that the organisation is accessible, effective, resourceful and accountable.

Monitoring:

The CSP has a comprehensive risk management framework which has been developed as a systematic approach to maximizing the likelihood that the program goals will be met by defining what levels and kinds of risk are acceptable in the allocation of funds to organisations, and detailing strategies appropriate to minimizing accepted risks. Each funded organisation has been assigned a monitoring plan based on the level of risk identified during the assessment process. Areas of risk are directly related to CSP eligibility and assessment criteria, and these criteria are identified in comments or conditions on the applicant's summary sheet as appropriate.

Application Overview:

A total of $12,796,531.88 was requested by 233 organisations under the 2007 CSP. A total of $10,389,370.00 (excluding $25,000 for appeals) was available for allocation. Two hundred and twenty seven previously funded organisations and 6 new applicants submitted 438 program requests and 92 requests for core administration support for a total of 530 applications for programs.

The 6 eligible new organisations were assessed for support: 3 of these were determined to be a good fit with the CSP criteria and provide services to communities considered high priority within the CSP equity framework; 3 were determined to be a lower priority based on the equity framework. Of the six new applicants, 2 have been recommended for funding in 2007.

Allocations Framework:

Under the CSP, organisations apply for program-specific funding. Because the funded programs and services are ongoing, maintaining support to previously funded programs is the first priority in the allocation of CSP funds. Subject to budget constraints, programs funded in one year that are assessed as complying with all of the CSP criteria in the subsequent year are recommended for the same level of support.

Applications for new program funding or increased funding for current programs were prioritized using the CSP Mission Statement and CSP Equity Framework with a focus on geographic and community of common bond equity. For 2007, the CSP focused on the area of community equity and targeted available resources to communities that are disadvantaged, high-risk and marginalized, including the thirteen designated high priority neighbourhood areas.

Allocation Recommendations:

The total approved budget for 2007 CSP is $10,499,370.00. This includes an increase of $250,000.00 over the 2006 Approved budget. Of the 233 total applicants, 229 organisations (485 programs) have been recommended for a total of $10,364,370.00. Four applicants have not been recommended for funding. Of the 229 recommended organisations, 3 Aboriginal and 64 ethno-specific/multi-ethnic organisations and 47 programs serving these populations in other organisations will receive $3,878,303.00, or 37 percent of the total 2007 CSP recommended allocations as noted in Appendix "D". This represents a total of 181 programs serving the Aboriginal or one or more ethno-specific community.

Requests for new or increased funding totalled $2,735,825.88. Of this amount $1,332,746.00 was determined to be a high priority within the CSP equity framework. With the available funds, recommendations have been made for new and increased funding totalling $305,938.00.

Of the new and increased allocations, $66,617.00 has been recommended for programs serving the city's high priority neighbourhoods and $146,877.00 for other inner suburban neighbourhoods.

In order to address the ongoing need for core administration support in the sector, 12 new and returning organisations have been recommended for increased or new support. Core administration includes administrative functions performed by the executive director, bookkeeper and volunteer coordinator; the preparation costs of the Annual Financial Audit; general office expenses and activities that build the capacity of the organisation in governance, membership and volunteer development. These functions are essential to the accountability requirements that CSP places on funded organisations.

Funding conditions and comments have been applied to some allocations. Conditions and comments serve two functions: first, they are used to ensure funded organisations continue to meet the CSP criteria, while allowing them sufficient time to make required changes; and second, they are used as a tool to encourage organisations to develop in ways that will strengthen their current and future operations. Fifteen organisations have been recommended with funding conditions and future funding conditions.

A total of $25,000, or 8% of the CSP funds available for new allocations, has been reserved for appeals.

Allocation Type:	No. of Programs	Funds Allocated	Percent of Budget (%)
Recommendations for ongoing support			
Returning organisations --- Maintainance of previously funded programs	414	$9,260,863.00	88.20
Returning organisations -- Maintenance of previously funded Core Administration programs	63	$797,569.00	7.60
Recommendations for increased support			
Returning organisation --New programs	2	$20,000.00	0.19
Returning organisation--Existing program	22	$164,496.00	1.57
Returning organisation – New Administration	3	$25,500.00	0.24
Returning organisation – Existing Administration	8	$30,942.00	0.29
New organisation-- Program	2	$58,000.00	0.55
New Organisation—Administration	1	$7,000.00	0.07
Locality-based social planning		$110,000.00	1.05
Appeals		$25,000.00	0.24
TOTAL FUNDING		$10,499,370.00	100.00

The attached appendices provide information on specific recommendations to organisations: Appendix A - 2007 Community Service Partnerships – Recommendations by Organisation; Appendix B - Programs and Organisations Recommended for Administrative Adjustments; Appendix C – Programs and Organisations Recommended for Increases or Decreases; Appendix D - Recommendations to Aboriginal, Ethno-specific and Multi-ethnic Organisations; Appendix E - Detailed Organisation Recommendations - Summary Sheets.

CSP relationship to City Initiatives:

CSP funding provides a key resource for local neighbourhoods and communities of common bond to address local issues, many of which correspond to priorities being addressed through city initiatives and services.

Within CSP funded organisations, members, volunteers and local residents are actively engaged in making their neighbourhoods a welcoming, safe and exciting place to live. Opportunities for community engagement include membership in the organisation, providing leadership through participation on the board of directors, sharing time and skills within agency services, developing opportunities in the community for dialogue and problem solving, volunteering on committees or providing services. Funded organisations reported the involvement of 65,284 service and governance volunteers in 2006. CSP has heard from funded organisations that community engagement takes time, skill and resources. Over the next year, CSP will work with funded organisations to identify opportunities to build on their skills and resources for increasing local engagement opportunities.

Developing community capacity in neighbourhoods by supporting sufficient infrastructure is a cornerstone of the City's Community Safety Plan. CSP recommendations contribute to making a safe City safer by including a focus on programs in many of the thirteen priority neighbourhoods.

Locality based social planning and service issues:

During the consideration of the 2007 budget, Council directed staff to convene a meeting of identified Community Services Partnership (CSP) funded agencies (Cecil Street Community Centre, Scadding Court Community Centre, St. Stephen's Community House, University Settlement Recreation Centre) to determine an appropriate trustee applicant to submit a request for funding under the 2007 CSP to support the youth worker position and community planning process in Alexandra Park. The intention is to address significant issues related to youth services and community engagement in the Alexandra Park area, in cooperation with Alexandra Park Residents Association, local service organisations, Toronto Community Housing Corporation and Toronto Co-op Housing Federation. Several meetings have been held to consider options and develop a suitable trustee agreement. The process was not completed in time to be included in this report. As a result, it is recommended that the Executive Director, Social Development and Administration be delegated the authority to allocate funds of up to $42,000.00 to a

suitable trustee organisation to support the youth worker position and community planning process in Alexandra Park.

The Regent Park Neighbourhood Initiative is currently finishing year one of a three year commitment of CSP funding of $68,000.00 per year. The organisation must reapply each year, and the recommendation for 2007 funding is the subject of a separate report submitted to community Development and Recreation Committee.

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SIGNATURE

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ATTACHMENTS

Appendix A: 2007 Community Service Partnerships – Recommendations by Organisation
Appendix B: Programs and Organisations Recommended for Administrative Adjustments
Appendix C: Programs and Organisations Recommended for Increases or Decreases
Appendix D: Recommendations to Aboriginal, Ethno-Specific and Multi-Ethnic Organisations
Appendix E: Detailed Organisation Recommendations – Summary Sheets