

**Community Partnership and Investment Program -- 2007  
Allocations for Food Security Investment Program,  
Service Development Investment Program and Snow  
Shovelling and Lawn Care program**

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| <b>Date:</b>                 | October 16, 2007   |
| <b>To:</b>                   | Community Development and Recreation                               |
| <b>From:</b>                 | Executive Director, Social Development, Finance and Administration |
| <b>Wards:</b>                | All  |
| <b>Reference<br/>Number:</b> |  |

**SUMMARY**

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This report presents recommendations for municipal support under the 2007 Food Security Investment Program (FSIP); 2007 Social Development Investment Program (SDIP) and 2007 Snow Shovelling and Lawn Care Program. These funding programs support a number of community organizations for activities that improve neighbourhoods, build community capacity, reach vulnerable groups with needed services, and develop effective models of community-based service to help meet the city's social development goals.

**RECOMMENDATIONS**

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

- 1) Food Security Investment Program allocations totalling \$300,000.00 to 10 organizations as described in Appendix 1 of this report be approved;
- 2) Service Development Investment Program allocations totalling \$275,000.00 to 7 organizations as described in Appendix 2 of this report be approved;

- 3) Snow Shovelling and Lawn Care Program allocations totalling \$344,383.00 to 12 organizations and an amount of \$31,717.00 for transition issues, as described in Appendix 3 of this report be approved.

### **Financial Impact**

The report has no financial impact beyond what has been approved in the 2007 Operating Budget.

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

### **DECISION HISTORY**

Each of these Investment programs was approved as a new initiative within the Community Partnership and Investment Program in 2005. The programs established an initial three-year framework for program delivery, priorities and funding models. The funding is provided under the general authority for making municipal grants provided in Section 83 of the City of Toronto act, 2006 (S.O. 2006, c11).

The 2007 Approved Budget for the Community Partnership and Investment Program includes an allocation of \$300,000.00 for the Food Security Investment Program (FSIP); \$275,000.00 for the Service Development Investment Program (SDIP); and \$376,100.00 for Snow Shovelling and Lawn Care Program.

### **ISSUE BACKGROUND**

This report provides information on the allocation of 2007 funding through three funding programs administered by Social Development, Finance and Administration Division.

### **COMMENTS**

Food Security Investment Program:

The mission of the Food Security Investment Program (FSIP) is to support a stable food security sector through the provision of ongoing program funding and shorter term capacity building support for three year projects for high needs and under-served communities in the City of Toronto.

FSIP allocations give priority to programs serving high needs communities in the inner suburbs that respond to several key components of creating a stable food security sector.

Priority 1: Gardens, markets and community kitchens in high needs communities;  
Priority 2: Co-ordination and animation to build capacity for addressing needs in new areas.

Nine ongoing programs have been approved in each of the first two years for ongoing funding for applicants addressing Priority 1 for gardens, markets and kitchens in high need communities. One project was approved for 3-year funding to address Priority 2 for delivery of co-ordination and animation across the City. Although the program identified a third priority for innovations in the delivery of food security programs, no suitable projects were received, and no funding was provided in this category. No new funding is currently available for new or increased requests in 2007.

#### 2007 Food Security Investment Program Allocations:

All of the recommended organizations are successfully implementing their programs. The organizations have submitted the required updated organization and program information and year-end reports to document their activities. Several organizations identified the need for additional funding to expand the program activities to meet local need, especially for community kitchen activities. No new funding is available within the FSIP program to respond to these increased requests. It is recommended that 2007 allocations remain flat-lined at the 2006 level for all the organizations for a total of \$300,000.00 as described in Appendix 1.

This investment program model will be reviewed over the next year to assess its continued ability to demonstrate positive impacts on Food Security issues.

#### Service Development Investment Program:

Initiated in 2005, the Service Development Investment Program (SDIP) builds the organizational capacity of coalitions and not-for-profit organizations in high needs, under-served communities to effectively respond to community needs. The purpose of the funding is to develop a community's capacity to understand local issues and build effective responses and partnerships. Activities have included training in non-profit management and issues, board member recruitment and development, preparation of strategic plans and service plans, local needs assessments, coalition building and community engagement.

The SDIP multi-year project funding model recognizes that sustainable capacity building requires implementation timelines longer than one year. Because of the small overall size of the SDIP budget, the funding required to undertake the work, and the need for stable funding for the multi-year project period, the program anticipated funding only 5-8 organizations per year.

In 2005, Council approved 7 applicants for funding for projects with two or three year timelines. The 2006 allocations remained flat-lined at the 2005 level for all organizations. During the 2006 funding year, two organizations left the program and are not requesting funding for 2007. In one case, the organization shifted its priorities and decided not to participate in the SDIP funded activities. A second organization completed their two-year project and was able to access ongoing program funding, including Community Services Partnership program support.

## 2007 Service Development Investment Program Allocations:

As a result of changes in the program budget and applicants, SDIP was able to bring in several new applicants in 2007. A targeted call was undertaken through Community Development staff working within priority neighbourhoods to identify suitable applicants. Two new applicants working in Dorset Park and Scarborough Village are recommended. Both of these applications are from coalitions of youth service providers which will focus on building effective responses to local youth issues. Of the organizations recommended for funding, 6 organizations are coalitions formed to develop capacity in under-served neighbourhoods and 1 organization provides service delivery within an under-served neighbourhood. With the addition of the two new groups in 2007, funded projects are addressing needs in 7 priority neighbourhoods. Beginning in 2008, with the end of the first 3-year funding cycle, groups serving other high needs neighbourhoods will be able to participate.

The SDIP program model and administration is being evaluated during its first three years of operation to assess its ability to meet the program goals and priorities. Ongoing contact and monitoring by Community Resources staff has enabled the funded groups to access other resources and demonstrate positive impacts in their neighbourhoods. The coalition model being demonstrated in most projects is proving to be effective in bringing a rich mix of ideas and resources to the work of capacity building.

A common concern for the applicants entering their third year of funding has been how to plan for an effective transition from SDIP support to service provision and other funders. Increased funding of \$7,000 has been recommended for one applicant (Black Creek West Coordinating Committee) to undertake additional activities with all funded groups to plan for successful transitions. The additional support and interaction between SDIP funded groups will assist the participants to share information, assess progress and access other resources. This support will also add to the effective evaluation of the Service Development Investment Program model, and inform future year's funding.

## Snow Shovelling and Lawn Care Program:

The City provides ongoing financial support to community agency partners to coordinate the delivery of snow shovelling and lawn care services to seniors and people with disabilities through the Snow Shovelling and Lawn Care Program. These services enable seniors and people with disabilities to remain safely in their home, reduce social isolation and maintain their independence for as long as possible, helping to prevent early institutionalization.

Funding is provided to cover all or part of the costs involved in coordinating the provision of these services through a brokerage model. In a brokerage model, community agencies recruit workers from their local communities through a range of outreach and screening processes and match them with seniors or people with disabilities to provide snow shovelling and/or lawn care. The key features of brokerage model are cost-

effectiveness, ability to serve a high volume of clients and flexibility in responding to needs.

In 2005, Council approved a maximum of \$376,100.00 for the harmonized Snow Shoveling and Lawn Care Program. The first year of implementation included consolidation of funding to organizations for coordination of these services through a brokerage model, and continuation of the grand-parented individual subsidy program. Twelve community agency partners were approved for allocations under the program, with agencies receiving their funding on a claim basis not exceeding their maximum approved amount. No new funding is currently available for new or increased requests in 2007.

#### 2007 Snow Shovelling and Lawn Care Program Allocations:

The 12 community agency partners have submitted the required organization and program information, and it is recommended that 2007 allocations remain flat-lined at the 2006 level for all the organizations for a total of \$344,383.00 as described in Appendix 3.

An amount of \$31,717.00 is designated for individual subsidy payments and to address transition issues related to agency administration of the services and the operation of the claims based subsidy portion of the program. This component of the program manages individual subsidies offered by two of the former municipalities and was approved to be grand-parented based on 2005 service levels.

The program model and administration includes a complex variety of grants, claims-based re-imbusement and several fee-based arrangements, all carrying forward the arrangements developed by former municipalities. As the Snow Shovelling and Lawn Care Program develops, program issues relating to service area and coverage, level of service and program standards will be identified in cooperation with the delivery agencies. This ongoing review may afford opportunities to address service planning issues that were identified when the program was consolidated in 2005, including service coverage, expansion of year-round services, agency funding levels and the capacity to consider new applicants to the program.

The management of agency transition issues and the operation of the claims based, individual subsidy portion of the program continue to require modification and clarification of client eligibility, timing of services and payments, and appropriate service standards. It is recommended that \$31,717.00 be used to address transition issues and individual subsidy as indicated in Appendix 3.

## **CONTACT**

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## **SIGNATURE**

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Nancy Matthews  
Executive Director, Social Development, Finance and Administration

## **ATTACHMENTS**

Appendix 1 – 2007 Food Security Investment Program Recommendations  
Appendix 2 – 2007 Service Development Investment Program Recommendations  
Appendix 3 – 2007 Snow Shovelling and Lawn Care Program Recommendations