

CPIP 2008 Community Services Funding Allocations and Program Update

Date:	October 30, 2008
To:	Community Development and Recreation Committee
From:	Executive Director, Social Development, Finance & Administration
Wards:	All
Reference Number:	

SUMMARY

This report addresses allocations, service agreement renewal and program updates for Community Services programs within the Community Partnership and Investment Program, and:

1. Recommends 2008 allocations for three Community Services programs:
 - a. Service Development Investment Program (SDIP) totalling \$392,000 to 10 organizations.
 - b. Food Security Investment Program (FSIP) totalling \$300,000 to 10 organizations.
 - c. Snow Shovelling and Lawn Care program (Snow) totalling \$344,383 to 12 organizations.
2. Seeks approval to renew a three-year agreement with Findhelp Information Services for the 2009-2011 period, and
3. Provides program updates on the SDIP review and Community Services Partnership program streamlining implementation.

RECOMMENDATIONS

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

1. City Council approve 2008 Service Development Investment Program allocations totalling \$392,000.00 to 10 organizations as described in Appendix 1 and 2 of this report.
2. That the 2008 Service Development Investment Program grant for the Marcus Garvey Centre for Leadership and Education be held pending Council consideration of the forthcoming report on 160 Rivalda Avenue.
3. City Council approve 2008 Food Security Investment Program allocations totalling \$300,000.00 to 10 organizations as described in Appendix 3 and 4 of this report.
4. City Council approve Snow Shovelling and Lawn Care Program allocations totalling \$344,383.00 to 12 organizations and an amount of \$31,717.00 for subsidy and transition issues, as described in Appendix 5 of this report.
5. City Council authorize the Executive Director, Social Development, Finance and Administration to enter into a three year renewal agreement with Findhelp Information Services in accordance with the terms and conditions outlined in Appendix 6, and any other terms and conditions and format acceptable to the City Solicitor.
6. City Council approve Service Development Investment Program guideline changes, starting in the 2009 funding cycle:
 - a. that the funding cap be changed from \$50,000.00 to \$75,000.00;
 - b. that the funding model timeline be extended to 5 years.
7. City Council approve a change to the Community Services Partnership guidelines to include the shared infrastructure platform model of organization governance as implemented by Sage Centre in Toronto, and that the Executive Director, Social Development, Finance and Administration develop a three-year agreement with Sage Centre to undertake shared assessment of the impact of this model on accountability and community capacity.

Financial Impact

The recommendations in this report have no financial impact beyond what has been approved in the 2008 Operating Budget.

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

DECISION HISTORY

Community Partnership and Investment Program (CPIP) budgets are provided for specific program purposes, and Council authority for Investment Program allocations and service agreement renewal is required. 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).

In 2005, Council authorized the Executive Director, Social Development, Finance and Administration to enter into a three year service agreement (2006-2008) with Findhelp Information Services, with annual funding pending approval of the City's Operating Budget. Findhelp Information Services is funded through a line item grant in the Community Services envelope of the Community Partnership and Investment Program (CPIP) budget and a renewed service agreement is required for the 2009-2011 period.

CPIP Community Services funding programs undergo periodic reviews and modifications. In June, 2008, Council adopted the recommendations of the working group "Options to Streamline and Improve Funding Administration."
<http://www.toronto.ca/legdocs/mmis/2008/cd/bgrd/backgroundfile-13492.pdf>

COMMENTS

Service Development Investment Program -- 2008 Allocation Recommendations

The Service Development Investment Program was established in 2005 to fund projects for up to three years to support the organizational capacity of coalitions and not-for-profit organizations in high needs, under-served communities to develop a community's capacity to understand local issues and build effective responses and partnerships. The funds are for costs related to building organizational and community capacity rather than delivery or development of new programs. The SDIP multi-year project funding model recognizes that sustainable capacity building requires implementation timelines longer than one year. In 2008, SDIP conducted a program review to evaluate the program model and inform future funding. The details of this review are included in Appendix 7 of report.

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. In 2007, SDIP funded two new organizations and two organizations left the program: one was able to access funding through Community Services Partnership program for ongoing program delivery; the second organization decided not to continue its project.

The 2008 Approved Budget for the Community Partnership and Investment Program included an increase in the SDIP budget from \$275,000.00 to \$392,000.00. A targeted call was undertaken through Community Development staff working within priority neighbourhoods to identify suitable applicants. As a result, SDIP is able to recommend three new allocations in 2008.

Five currently funded organizations are in the third year of funding. As a result of staff assessment and group feedback identifying timeline issues, a fourth year of funding is recommended for these groups at the flatline 2007 amount. This will enable the groups to work towards sustainability or complete their key capacity building tasks before funding is no longer available.

The allocation recommendations for 2008 are included in Appendix 2, which lists all applicants and their requested project amounts. Project descriptions for each organization are provided in Appendix 3. Three new applicants are recommended for funding: two of these applications are from coalitions of youth service providers which will focus on building effective responses to local youth issues Crescent Town and Steeles-L'Amoreaux, and the third is focused on service delivery in the Jane/Finch community. Of the returning organizations, two are in their second year of funding and five organizations are applying for a fourth year of funding.

Of the organizations recommended for funding, 8 applicant organizations are coalitions formed to develop capacity in under-served neighbourhoods and 2 applications support organizations to build their capacity for service delivery in order to respond to community needs. With the addition of the three new groups in 2008, funded projects are addressing needs in 8 priority neighbourhoods. Four organizations target youth in their priority neighbourhoods.

Food Security Investment Program – 2008 Allocation Recommendations

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 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. Funding is provided to address two priorities: 1) Gardens, markets and community kitchens in high needs communities; and 2) Co-ordination and animation to build capacity for addressing needs in new areas.

Nine ongoing programs have been approved in each of the past three years for ongoing funding for applicants addressing Priority 1 for gardens, markets and kitchens in high need communities. One project was approved for funding to address Priority 2 for delivery of co-ordination and animation across the City.

All of the recommended organizations are successfully implementing their programs. The organizations are in the process of submitting the required updated program information and year-end reports to document their activities. An overall review of the program is planned for early 2009. The purpose of the review is to determine the impact of the programs on the overall issue of food security, identify administrative and programmatic improvements and recommend changes to the funding model to enhance program delivery. The need for additional funding to expand the food security programs across the city continues to be evident. A wide range of food related activities are supported through the Community Services Partnership program, and the review of FSIP will consider options for streamlining the application and approval process for FSIP recipients, many of which are funded through both grant streams. No new funding was available within the FSIP program to respond to increased or new requests in 2008. It is recommended that 2008 allocations remain flat-lined at the 2007 level for all the organizations for a total of \$300,000.00 as described in Appendix 3. Project descriptions for each of the FSIP programs is provided in Appendix 4.

Snow Removal and Lawn Care Program – 2008 Allocation Recommendations

A group of 12 community agency partners support the delivery of snow removal for seniors and people with disabilities to enable them to maintain their independence and remain safely in their homes for as long as they choose. This program is a component of the continuum of supports available to seniors through community-based agencies and City services.

Approved in 2005, this consolidated funding program model includes a group of funding approaches, including grants, claims-based re-imburement and several fee-based arrangements. Program challenges relating to service area and coverage, level of service and program standards continue to be identified through feedback from delivery agencies and clients. Consultations are planned with delivery agencies and other stakeholders to look at the changes in service needs, changes in planning and funding opportunities, gaps in service coverage and the possibility of expansion of the year-round services. The purpose of the review will be to recommend options for program administration as well as identifying ways to address challenges due to service gaps and fluctuations in demand, often driven by unpredictable snowfall patterns.

In addition to basic snow removal and lawn care services, the funded programs report additional benefits for clients such as reducing isolation, helping people maintain access to other home-based services such as meals on wheels, providing an additional “security check” for people living alone, and providing casual “first time” jobs to students and newcomers. Delivery organizations conduct ongoing outreach, with additional efforts at the beginning of a winter season to reach people in need of the service.

The program operates with a mix of brokerage and claims based delivery models, maintaining the practice of the former Toronto municipalities. 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. The individual subsidies offered by two of the former municipalities and were approved to be grand-parented based on 2005 service levels. This portion of the budget also supports the management of unusual service demands due to unpredictable snowfall levels.

No new funding is available within the 2008 Snow Removal and Lawn Care program, and it is recommended that allocations for the 12 delivery organizations remain flat-lined at the 2007 level for a total of \$344,383.00 as described in Appendix 5.

Findhelp Information Services—Service Agreement Renewal

The 211 system provides a comprehensive, widely accepted, and consistently collected source of current information on human services (i.e. health, social, community and related services from all levels of government). Findhelp maintains a high-quality community services database, used to produce specialized print publications, internet information resources, the “Blue Book” annual directory of services. Inquiry services through Findhelp include the 211 line and other specialized lines that provide telephone assistance to approximately 500,000 callers per year. The 211 line is available 24 hours per day, 7 days per week and 365 days per year, offering multilingual services and access for people who are deaf or hearing impaired.

Starting in 2006/2007, Findhelp embarked on a project to identify and partner with organizations to outreach into Toronto’s priority neighbourhoods. The 211 Toronto Helpline responded to approximately 100,000 calls from priority neighbourhood residents during the last year.

The core operations of Findhelp are funded jointly by the United Way and the City of Toronto, with additional project funding from other orders of government. Findhelp also receives funding from the City through the Homeless Initiatives fund for activities specifically related to that division’s current strategic directions in addressing homelessness. Social Development, Finance and Administration staff, through the Social Policy and Research section work closely with Findhelp on a variety of initiatives that help enhance the availability of information for planning and research purposes for council’s priorities.

The Community Partnership and Investment Program (CPIP) Community Services envelope contribution to Findhelp Toronto’s services over the past three years has been a grant of \$524,000.00 per annum, directed to IT and administration (\$83,000.00), 211 Toronto Helpline (\$149,000.00) and the online directory/web site www.211toronto.ca (\$292,000.00). The recommended service agreement would renew the existing partnership for the next three years, and the specific terms and conditions related to this agreement are provided in Appendix 6. The 2009 budget submission has identified a need for an inflationary increase of \$10,500.00 to address cost increases, as well as service enhancement funding of \$62,500.00 to address the high volume of calls, ensure the dropped call rate does not increase (currently at 60,000 per annum), and maintain high-quality services for high risk populations. The enhanced funding of \$73,000.00 requested

in 2009 for Findhelp within the CPIP Operating Budget is subject to the 2009 Operating Budget process.

In addition to the use of 211 as a fundamental tool for information referral by councillors and front-line staff, the 211 database is also used by the City to enhance the planning, delivery, and monitoring of social policies and human service programs. Data is used for both policy and research initiatives that require a comprehensive understanding of the nature and breadth of community services in the City. This is instrumental in meeting the goals and principles that improve and enhance quality of life of residents as defined in the City's Social Development Strategy. Specific uses include:

- **Community-based Service Scans:** The City uses the data in its Geographic Information Systems (GIS) in order to provide an effective way of assessing service gaps geographically. For example, the information has been used to assist local planning studies with other City Departments; assess the social needs for specific neighbourhoods (e.g., Strong Neighbourhoods Task Force); and help with the planning and development of new human service facilities. 211 data is also mapped to assist outside partners like School Boards, the police, or other community agencies in their service planning and to assist with community outreach.
- **Community Development:** 211 data is also used to assist the Division's Community Resources Section in its many community development initiatives, such as youth, employment and seniors initiatives.
- **Special Policy-Research Initiatives:** On occasion, special studies are required on more specific social policy topics. Use of 211 data has been vital in several studies in the City's Priority Neighbourhoods, to better understand the profile and challenges faced by community-based human service agencies. Data has also been used in the City's Youth and Seniors' Profiles, which are a comprehensive study of the issues facing these vulnerable populations.
- **Monitoring service needs -- Future Directions:** 2-1-1 service surveys and call centre data will increasingly be used to assist the City in monitoring service needs and usage across the City. The integration of Toronto's neighbourhood definitions/boundaries into 211 will enable more accurate mapping between 2-1-1 service referrals and the neighbourhoods being served. This will be particularly helpful in determining service needs in Toronto's neighbourhoods
- **Expanding access to service data—Future Directions:** The City is working in partnership with Findhelp, 211Ontario, and United Way Canada in exploring options for expansion of the 211 initiative provincially and nationally. From a research perspective, such work will benefit the City in providing access to service data for communities surrounding Toronto, thus permitting more comprehensive information in support of policy and program planning in Toronto.

Service Development Investment Program Review

Community Services funding programs undergo periodic reviews to assess their continued relevance to community needs and Council priorities, as well as identifying administrative improvements or changes to the funding program model. During 2008, the Service Development Investment Program (SDIP) was reviewed through a series of

consultations undertaken with participants, City staff involved in support to the funded groups work, and other funders.

SDIP is a unique funding program, offering opportunities for non-traditional groups and groups that may be high risk due to lack of a track record, to be funded. The particular focus is on developing capacity within priority neighbourhoods for identifying issues and initiating local responses. For the first three years, the program has funded some individual service organizations, and a growing group of coalitions.

The summary of the review is provided in Appendix 7 and provides information on the issues raised, the consultation recommendations and the SDIP program changes.

Community Services Partnership (CSP) Streamlining Consultations and Implementation

During July, 2008 consultations were held with CSP funded organizations on the recommendations approved by Council in June, 2008 for streamlining City partnership funding programs. The purpose of the consultations was to identify any challenges or issues that funded organizations anticipated in the implementation of the report's recommendations. Participants were provided with a summary of the streamlining report, the link to the full report on the City web site, and targeted questions focussing on the key implementation areas of streamlining: financial flexibility, funding cap, length of approval process, multi-year funding. About 100 community organizations participated in the consultation meetings or provided input through written or verbal feedback directly to staff. The consultation documents and the summary of the meeting discussion will be posted on the main grants page on the City's web site www.toronto.ca/grants.

In general, organizations were positive about the proposed changes to the funding application and approval process. Some changes are currently being implemented (such as the change of the CSP funding cap from \$50,000.00 to \$75,000.00), while others will take longer as a result of timing issues (multi-year budgeting and providing CSP requests during the budget process.)

Financial flexibility: the approved change allows organizations to transfer up to 20 percent of an approved allocation within the funding period. Issues identified include: how do we seek approval for amounts larger than 20%; can amounts left at year end be held over for the following year. These issues will be monitored to see how they affect the portfolio as a whole to see if additional financial flexibility tools are desirable.

Length of Approval process: the approved change provides delegated authority to division heads to issue advance payments to ongoing partnership organizations and approve flat line allocations. In general, community organizations found this a good approach. Implementation of this approach beginning with the 2009 submissions will involve significant changes for the internal administration of the funding, and changes in the timing and type of reports for Council. Summary sheets on funded organizations will continue to be prepared for all organizations, whether their funding is flat lined or

includes a change or increased request. As is the current practice, summary sheets will be posted on the city web site for public access.

Multi-year budgeting and priority setting: the proposed change will provide additional information from CSP organizations to be available during the budget process, specifically to identify the level of demand and the anticipated outcomes. In order to implement this, the application cycle will need to be shifted earlier in the year so that requests will be known at the time of the budget submission. For requests to be prepared for the Fall budget submission, agency submissions would need to be received by June (rather than December as is the current practice). Approval of new and increased requests would be finalized earlier in the year, at the time of budget approval. Issues identified included the fact that this approach would increase the length of time for approvals of new requests (from the current 7 months to 9 or 10 months). Agencies were cautiously optimistic about this approach, assuming they would be asked only for program information at the June timeline, not organization-wide information. Changes in their planning and decision-making would be required to ensure that the required information was available early enough for submission. Agencies were also interested in how priorities would be identified and wanted to ensure their participation in that process. Adjustments to the on-line application system for 2009 submissions are due in December, 2008, to provide a streamlined form for returning applicants focusing on program requests. Updates of organization-wide information will be done primarily through other processes during the year, including site visits and year end reports.

During the consultations, additional opportunities for changing CSP processes and policies were identified to augment the specific streamlining recommendations. Community Funding Unit business practices are being adjusted to include some of these changes. Reducing the administrative burden on organizations for funding submissions will shift some of the risk management and monitoring requirements for accountability to funding program staff. Organizations will notice that the year end reporting requirements will increase to include the collection of organization-wide performance information (such as overall service data) which will no longer be collected during the submission phase. The CSP risk management framework is being reviewed to ensure that sufficient resources are available to meet expectations for funding accountability.

In keeping with the theme of reducing administrative burden, some community-based organizations have been exploring new models of governance and accountability that differ from the general model of non-profit incorporation and charitable registration. Currently, Sage Foundation, operating in Toronto as the Sage Centre, is developing a model of “shared charitable infrastructure platform” that will enable groups to focus on their program mission while ensuring high levels of accountability for funding and legal responsibilities. Governance models such as the Sage initiative have not been actively used in the Ontario context, although similar approaches are common in some jurisdictions the United States. New models of accountability and service management are a welcome addition to the resources available to communities to build capacity and address needs.

In order to expand the options available to groups who might choose this new model, CSP guidelines must be revised to allow submissions from groups that are not incorporated and are in partnership with Sage Centre to provide services. Sage Foundation is located in Vancouver, and operates in Toronto as the Sage Centre. In order to accept funding applications and maintain the space agreements of groups looking at using the new model, the Below Market Use of Space policy and the City of Toronto Grants Policy requirement for city of Toronto based organizations must be varied. Over the next three years, city staff will develop a working partnership with the Sage Centre to assess the efficacy, accountability and implementation issues of this new model from a funder and community capacity perspective.

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ATTACHMENTS

- Appendix 1: 2008 Service Development Investment Program Recommendations
- Appendix 2: 2008 Service Development Investment Program Project Descriptions
- Appendix 3: 2008 Food Security Investment Program Recommendations
- Appendix 4: 2008 Food Security Investment Program Project Descriptions
- Appendix 5: 2008 Snow Shovelling and Lawn Care Program Recommendations
- Appendix 6: City of Toronto -- Findhelp Information Services: Three Year Service Agreement 2009 -- 2011
- Appendix 7: Service Development Investment Program Consultation and Review Summary

Appendix 1
2008 Service Development Investment Program
Recommendations

<u>Agency Name</u>	<u>2007 Approved Allocation</u>	<u>2008 Request</u>	<u>2008 Recommended Allocation</u>
1. Black Creek West Community Coordinating Committee	\$49,000.00*	\$50,000.00	\$46,000.00**
2. Chester Le Community Development Project	\$40, 000.00	\$40,000.00	\$40,000.00
3. Crescent Town Youth Services Network	\$0.00	\$50,000.00	\$40,000.00
4. Dorset Park Youth Service Providers Network	\$50, 000.00	\$50, 000.00	\$50, 000.00
5. Heritage Skills Development	\$10, 000.00	\$39,986.00	\$10, 000.00
6. Jamestown Working Together Coalition	\$39, 000.00	\$39, 000.00	\$39, 000.00
7. Malvern Community Coalition	\$37, 000.00	\$37, 000.00	\$37, 000.00
8. Marcus Garvey Centre for Leadership and Education	\$0.00	\$50, 000.00	\$40, 000.00
9. Scarborough Village Youth Service Providers Network	\$50, 000.00	\$50, 000.00	\$50, 000.00
10. Steeles - L'Amoreaux Youth Empowerment Network	\$0.00	\$40, 860.00	\$40, 000.00
Total	\$275, 000.00	\$446, 846.00	\$392, 000.00

*2007 funding includes \$42,000.00 for project implementation and \$7,000.00 for networking support for the full group of funded organizations

**2008 funding includes \$42,000.00 for project implementation and \$4,000.00 for networking support for the full group of funded organizations

Appendix 2
2008 Service Development Investment Program
Project Descriptions

Black Creek West Community Action Plan Coordinating Committee

Project Name: Towards Resource and Capacity Development

The project continues to address issues in the Black Creek community identified in the Black Creek West Community Capacity Study, approved by Council in 2003. The project supports the coordination of the action plan and builds linkages to strengthen community development. Partners in the coalition include Jane-Finch Community Ministry, Doorsteps Neighbourhood Services, Delta Family Resource Centre, Jane-Finch Community and Family Centre, Centre for Spanish Speaking Peoples, Elspeth Heyworth Women's Centre, Jane Finch Concerned Citizens Association, Jane Finch Mall, JVS Youthinc, PEACH, SEDI, Tennis Canada, The Advocate Newspaper, TD Bank, York University, TDSB, COSTI, Black Creek Community Health Centre, and community residents. Year four activities include: ongoing organizational structure development (including the subcommittees and their ongoing projects), community engagement activities (including workshops and community forums), and sustainability planning. In 2008, the organization is recommended for additional one-time funding of \$4,000 to coordinate activities with all SDIP funded groups to share information, assess progress, access other resources, and to plan for successful transitions.

Chester Le Community Development Project

Project Name: Chester Le Community Coalition Development Project

The project strengthens leadership skills, builds community capacity and engages the community in developing solutions to neighbourhood issues. The project assists the coalition to build community capacity to access services and address safety issues. The project coalition includes the Children's Aid Society of Toronto, Toronto District School Board, Toronto Public Health, City of Toronto Parks, Recreation & Forestry, Agincourt Community Services Association, Toronto Community Housing Corporation, West Scarborough Neighbourhood Community Centre, Councillor Del Grande's office, Chester Le Community Residents, Somaliland Canadian Society, Aisling Discoveries Child and Family Centre, Centre for Information and Cultural Services, Toronto Catholic District School Board, West Scarborough Community Legal Services, and community residents. Year four project activities include: continuing to build resident engagement in project governance and the ongoing development a long-term plan for sustainability and financial and community supports.

Crescent Town Youth Services Network

Project Name: Crescent Town Youth Services Network (CT-YSN) Strengthening our Capacity and Outcomes

This three year project will build on the skills that members of the network have been developing by engaging youth who are part of the Crescent town community. This project aims to build the capacity of agencies, grassroots organizations, faith groups, interested individuals, organizations, and youth leaders to develop infrastructure that will support youth empowerment and engagement in the Crescent Town community. Additionally, the project will empower youth from the community to participate in the initiative, and thereby stimulate growth in the network. Partners in the coalition include: The City of Toronto (Parks, Forestry and Recreation, Public Health, Toronto Public Library), Neighborhood link/Senior Link, Youthlink, The Young Diplomats, The Sisterhood, The Rites of Passage, The Peace, Life and Struggle DVD Project, The Drew Crew, the Diverse Youth Advisory Council and the HEYY Line. Year one activities include: outreach,

identifying youth needs, volunteer development, development of community resource database and library of on-line resources, community consultations, trainings, and workshops.

Dorset Park Youth Service Provider Network

Project Name: Dorset Park Youth Services Coordination Project

The project strengthens leadership skills, builds community capacity and engages youth in the community in developing solutions to neighbourhood issues. The project assists the coalition to build community capacity to access services and develop youth advocacy skills. The project coalition includes: Agincourt Community Services Association; ANC Dorset Park; Toronto Public Health; Toronto Parks, Recreation & Forestry; Youthlink; Tropicana; Rosalie Hall; CANTYD; JVS Toronto; and community residents. Year two project activities include: professional development and training opportunities to engage youth and increase the capacity of the youth service providers, development of the organizational framework, increase collaboration between youth and agencies and between agencies themselves, and the development of a sustainability plan.

Heritage Skills Development Centre

Project Name: HSDC Restructuring for the New Community Project

This project enables the organization to conduct effective restructuring activities at their new location. A review of current operations, services, governance systems, goals, objectives, policies and practices will support the organization to develop and implement service improvements as well as to build capacity to meet the needs of the local community. Year four activities will include: development of a financial sustainability strategy and ongoing development of governance structures, policies, procedures and operational systems.

Jamestown Working Together Coalition

Project Name: Organizational Capacity Building

This project strengthens leadership skills, builds organizational capacity and develops positive relationships for this community development coalition. The project brings together developing community organizations to share resources and build capacity to address community issues. Project partners include the West Indian Volunteer Community Support Services, It's In Me Education and Training Programs, Thistletown Community Services Unit 1 & 2, Horn of Africa, Microskills, Best Literacy, Kuriou Foundation, Congress of Urban Resources, Horn of Africa - Women's Group, and Albion Neighbourhood Services Boys & Girls Club. Activities in year four include: training activities, financial management supports, program evaluation and financial resource development.

Malvern Community Coalition

Project Name: MCC in Motion Community Capacity Building Project

This three-year project works to develop the coalition's governance structure, a strategic plan and strategic directions and develop program activities. Project partners include Malvern Community Centre, Malvern Public Library, Community Social Planning Council, Toronto District School Board, Taibu: The Community Health Centre, Malvern Men, The Burrows Hall Community Centre and Tropicana Community Services. The project supports the formal development of the coalition to strengthen their capacity to advocate, collaborate and partner with groups and organizations in Malvern. Year four activities include: Strengthening the MCC organizational processes and practices, strengthening of partnerships, improve resident engagement in programming, and community capacity building through public education.

Marcus Garvey Centre for Learning and Education

Project Name: Youth Development Program

This project will provide support to the organization to engage in incremental organizational development as a means of building leadership skills in both the agency and the community. In order to develop organizational planning capacity, the project will include a review of organizational structure, governance systems, policies and practices. This focus will strengthen the organization, allowing it to consider and address issues of sustainability, build its own capacity, and to meet the needs of the local community. Year one activities will include: board, volunteer and staff training, strategic planning and enhancement of management systems.

Scarborough Village Youth Service Providers Network

Project Name: Building a Stronger Scarborough Village

The project will strengthen leadership skills, build community capacity and engage youth in the community in developing solutions to neighbourhood issues. The project will assist the coalition to build community capacity to access services and address youth needs. Partners in the coalition include the Boys and Girls Clubs of East Scarborough, Youthlink, YWCA, Westhill CS, TCHC, Scarborough Village Youth Council, Scarborough Village Neighbourhood Association, Centennial College, City of Toronto Parks, Forestry and Recreation, Public Health, Social Development Finance & Administration, and community residents. Year two activities include: strengthening network structures, youth service coordination, partnership development and resource development, development of evaluation tools, training opportunities for youth engagement and the development of a sustainability plan.

Steeles-L'Amoreaux Youth Empowerment Network (SLYE)

Project Name: Steeles-L'Amoreaux Youth Empowerment Network

This three year project will support the development and activities of the network, focused on facilitating a coordinated and holistic approach to youth engagement activities in the community. This project will develop a strong network with a solid infrastructure representative of the community and will increase the number of youth in active leadership roles within Steeles-L'Amoreaux. Project partners include: Gashanti Unity, Creating Leaders in Chester Le, North West Scarborough Youth Centre, African Canadian Youth Justice Program, Operation Springboard, TCHC, Elevated Grounds, Youthlink, Agincourt Community Services Association, Tropicana Community Services, North Scarborough Boys and Girls Club, Centre for Information and Community Services and various departments at The City of Toronto. Year one activities include: membership development, youth service coordination, youth leadership and mentorship training, policy development and the creation of a SLYE youth advisory Committee.

Appendix 3
2008 Food Security Investment Program
Recommendations

	<u>Agency Name</u>	<u>2007 Approved Allocation</u>	<u>2008 Recommended Allocation</u>
Funding Stream 1			
1	Agincourt Community Services Association	\$19,000.00	\$19,000.00
2	Cliffcrest Community Centre	\$15,000.00	\$15,000.00
3	Delta Family Resource Centre	\$24,000.00	\$24,000.00
4	Neighbourhood Link	\$22,000.00	\$22,000.00
5	North York Community House	\$30,000.00	\$30,000.00
6	Stonegate Community Health Centre	\$13,500.00	\$13,500.00
7	Warden Woods Community Centre	\$21,000.00	\$21,000.00
8	West Hill Community Services	\$20,000.00	\$20,000.00
9	Working Women Community Centre	<u>\$17,200.00</u>	<u>\$17,200.00</u>
	Subtotal	\$181,700.00	\$181,700.00
Funding Stream 2			
10	FoodShare Toronto	<u>\$118,300.00</u>	<u>\$118,300.00</u>
	Subtotal:	\$118,300.00	\$118,300.00
	Total:	\$300,000.00	\$300,000.00

Appendix 4
Food Security Investment Program
Project Descriptions

Agincourt Community Services Association

Program Name: Food Security Programs (Steeles L'Amoreaux neighbourhood)

This program strengthens and expands the Food Security sector in Agincourt. The community boundaries for the program are Steeles Avenue, McNicoll, Victoria Park, and Kennedy. The program will involve youth and other community members in activities including development and delivery of: a community garden; fresh food access market; community kitchen and Cooking Healthy Together for parents of children 0-6. Activities will be delivered by a facilitator with the help of volunteers recruited from the target area and trained at ACSA.

Priority Community Targeted:

The program will target the following priority communities: low income communities; community with inadequate retail facilities. The program will also take place in a community with few community-based services addressing food security.

Cliffcrest Community Centre

Program Name: Community Kitchen

This program increases food security and builds community capacity of residents with a focus on social isolated residents who are on low income/social assistance, newcomers, refugees, lone parents and expectant mothers. Activities include the development and delivery of a community kitchen which will allow community building; building of social networks; access to healthy food choices, nutrition knowledge; information on food safety; food preparation; healthy food choices, economic food buying suggestions and general nutrition. Participants will take home meals prepared in the sessions to be shared with their families.

Priority Community Targeted:

The program will target the following priority communities: low income communities; ethno-racial communities with inadequate access to culturally appropriate food. The program will also take place in a community with few community-based services addressing food security.

Delta Family Resource Centre

Program Name: Cook and Learn

This program will build partnerships between community and other sectors to improve the quality of life and to overcome barriers for participation. The boundaries of the focus community for this program are Jane-Sheppard and Islington Avenue and Finch Avenue West. Activities include cooking sessions, educational workshops, visits to food programs, community building and development of social networks. Barriers to participation have included access to childcare, and the program has been able to secure funding from another donor to provide this resource.

Priority Community Targeted:

The program will target the following priority communities: low income communities; ethno-racial community with inadequate access to culturally appropriate food.

FoodShare Toronto

Program Name: Toronto Community Food Animators

The goal of this project is to support neighbourhoods through a three-year process so that they can increase community capacity, food security, and sustainable food projects. Project activities include initial community consultations to determine interest and need; involvement of community leaders in project planning, design, implementation and evaluation; as well as city-wide skill building, networking and training sessions; and implementation of ten active food

projects in the upcoming years which will include 6 to 8 projects that began in previous years that are working towards sustainability and 2 to 4 new projects.

Priority Communities Targeted:

The project will target the following priority communities: low income communities; communities with inadequate retail facilities; ethno-racial communities with inadequate access to culturally appropriate food. The project will also take place in a community with few community-based services addressing food security.

Neighbourhood Link

Program Name: Home and Food

This program works to educate newcomers in East York and Crescent town on accessing an adequate supply of safe, affordable, nutritious and culturally appropriate food and to facilitate the support systems to assist participants with food preparation and purchase. The focus community is on newcomers and low-income individuals and families in East York and Crescent town. Activities include education on cost efficient local resources (such as grocers), food banks, community dinners, community kitchens, and congregate dining; sharing of food planning and preparation in a community setting; and education strategies for purchasing foods with longer shelf life, and proper storage techniques.

Priority Community Targeted:

The program will target the following priority communities: low income communities; ethno-racial communities with inadequate access to culturally appropriate food. The program will also take place in a community with few community-based services addressing food security.

North York Community House

Program Name: Community Kitchen Leadership Training Program for Newcomer Women

This program builds the capacity, skills and abilities of newcomer women from diverse language groups to: improve access to affordable, culturally-appropriate and healthy food; increase knowledge level of food accessibility and to build community leadership. This program will focus on isolated newcomer women living in five under-resourced, high need neighbourhoods in southwest North York: Lawrence Heights, Weston/Lawrence West, Lotherton Pathway/Caledonia, Keele/Lawrence West, Tretheway.

Priority Community Targeted:

The program will target the following priority communities: low income communities; ethno-racial communities with inadequate access to culturally appropriate food. The program will also take place in a community with few community-based services addressing food security.

Stonegate Community Health Centre

Program Name: Food Access Program

This program works with community partners and residents from the Health Centre's catchment area to develop and deliver a range of activities. The program focusses on residents who are: low-income individuals; families with young children; low-income seniors and low-income newcomer communities which represent diverse ethno-cultural backgrounds. Program activities include: outreach to members of the focus communities and other community stakeholders to strengthen the project steering committee; planning and implementing leadership, skills and capacity building initiatives for steering committee members and focus community members at large (i.e. gardening, market workshops, healthy cooking on a budget workshops, etc); facilitating snack and healthy eating programs at local schools; designing and facilitating a community kitchen program.

Priority Community Targeted:

The program will target the following priority communities: low income communities;

communities with inadequate retail facilities; ethno-racial communities with inadequate access to culturally appropriate food. The program will also take place in a community with few community-based services addressing food security.

Warden Woods Community Centre

Program Name: Food Access

This program increased access to affordable nutritious fresh produce and develops community leadership that improves the personal well being, reduces isolation and increases food security in neighbourhoods where many residents are: low-income earners, lone parent families, transit dependent, and ethnically diverse residents. The program will focus on three neighbourhoods in southwest Scarborough: Warden Woods, Birchmount Bluffs and Oakridge. Program Activities include: weekly produce market of fruits and vegetables that are culturally appropriate along with traditional fruits and vegetables available at affordable prices; recruitment and training of community volunteers to develop leadership and job related skills through participation in the decision-making, implementation and delivery of the Fresh Produce Market and other program activities.

Priority Community Targeted:

The program will target the following priority communities: low income communities; communities with inadequate retail facilities; ethno-racial communities with inadequate access to culturally appropriate food. The program will also take place in a community with few community-based services addressing food security.

West Hill Community Services

Program Name: Fresh Food Market

The program builds community through food related activities including access to fresh food markets and links to nutrition education. Community residents are involved in program planning and leadership. The program focus is on the high density, low income neighbourhoods in the Kingston Road/Galloway/Morningside Avenue area. Activities include: community outreach, coordinating and promoting involvement in the Good Food Box program, and developing local food market activities and garden plots in partnership with local organizations.

Priority Community Targeted:

The program will target the following priority communities: low income communities; communities with inadequate retail facilities; ethno-racial communities with inadequate access to culturally appropriate food. The program will also take place in a community with few community-based services addressing food security.

Working Women Community Centre

Program Name: Peanut Community Garden

This program supports a community garden program in the Don Mills and Sheppard area. Program activities create networks and capacity in the area to build local responses to food security issues for the focus community which includes newcomers and immigrants from Iran, China, South Asia, Eastern Europe and other countries, living in high-rise apartment buildings with little access to green space for gardening. The garden activities include; developing garden plots; information workshops/training on gardening, and linking related projects and sharing ideas and information through local networking meetings. Community development activities include working with the community to identify other local gardening and community kitchen options.

Priority Community Targeted:

The program will target the following priority communities: ethno-racial communities with inadequate access to culturally appropriate food. The program will also take place in a

community with few community-based services addressing food security.

Appendix 5

2008 Community Based Snow Shovelling and Lawn Care Program Recommendations

<u>Organization Name</u>	<u>2007 Approved Allocation</u>	<u>2008 Recommended Allocation</u>
1. Central and Northern Etobicoke Home Support Services (CANES)	\$31,500.00	\$31,500.00
2. Community Care East York	\$6,000.00	\$6,000.00
3. E.P. Taylor Place (Don Mills Foundation for Senior Citizens Inc).	\$85,000.00	\$85,000.00
4. George S. Syme Seniors Centre of York	\$21,198.00	\$21,198.00
5. Humber Community Seniors Services Inc.	\$11,192.00	\$11,192.00
6. Neighbourhood Centre	\$62,838.00	\$62,838.00
7. Scarborough Support Services for the Elderly Inc.	\$30,000.00	\$30,000.00
8. Storefront Humber Inc.	\$16,500.00	\$16,500.00
9. Student Assistance in North Toronto for Seniors	\$9,899.00	\$9,899.00
10. West Hill Community Services	\$22,943.00	\$22,943.00
11. York Community Services	\$16,313.00	\$16,313.00
12. York-Fairbank Centre for Seniors	<u>\$31,000.00</u>	<u>\$31,000.00</u>
Sub-Total	\$344,383.00	\$344,383.00
Transition and Subsidy Costs	\$31,717.00	\$31,717.00
Total	\$376,100.00	\$376,100.00

Appendix 6
City of Toronto -- Findhelp Information Services
Three Year Service Agreement 2009 -- 2011
Specific Terms and Conditions

1. The annual line item grant funding level for the Findhelp Information Services agreement will be determined by City Council during the annual Operating Budget process;
2. Findhelp information services is funded as a non-profit, charitable organization;
3. Payments will be made by the City of Toronto to Findhelp Information Services on a monthly schedule, based on approved claims;
4. Findhelp Information Services continue to be officially designated as the 2-1-1 service provider for the City of Toronto
5. Findhelp Information services be required to provide budget and program information regarding the database programs and the information and referral telephone services known as 2-1-1;
6. Findhelp Information Services sign and abide by the City of Toronto Declaration of Non-Discrimination and Access and Equity policies;
7. Findhelp Information services will maintain financial administrative procedures that ensure the accurate recording and reporting of its operations and maintain administrative and financial control procedures;
8. Findhelp Information Services comply with the requirements for documentation required of line-item grants within the Community Partnership and Investment Program (CPIP) budget; and
9. Findhelp Information Services provide the City of Toronto with an audited financial statement, annual report and program information on an annual basis.

Appendix 7
Service Development Investment Program
Consultation and Review Summary

Overview:

The Service Development Investment Program was established in 2005 to fund projects for up to three years to support the organizational capacity of coalitions and not-for-profit organizations in high needs, under-served communities to develop a community's capacity to understand local issues and build effective responses and partnerships. The funds are for costs related to building organizational and community capacity rather than delivery or development of new programs. The SDIP multi-year project funding model recognizes that sustainable capacity building requires implementation timelines longer than one year. SDIP has conducted a program review to evaluate the program model and inform future funding.

As part of the program design, an evaluation was scheduled to take place after the third year in order to determine program quality and make adjustments as necessary. Consultations were undertaken with program recipients (past and current), related funders, and City community resources staff in order to bring a variety of expertise together to identify community priorities and provide feedback on ways to improve SDIP in order to achieve its goals. A summary of the consultations is included in Appendix 3 and the complete report on the organization consultation will be available on the City's web site at www.toronto.ca/grants.htm.

The SDIP program is unique in objective and scope, providing opportunities for non-traditional groups such as coalitions of agencies to receive funding. Through the consultation, the funding recipients identified that SDIP resulted in personal, agency and community level development. As identified by the groups, the program provided opportunities for creating alliances, sharing resources and information, and creating joint initiatives that resulted in positive community development activities and programs in their high needs communities. Although 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, all participants recommended maintaining flexibility in the funding priorities and criteria so that a variety of types of organizations could be funded.

Consultation meetings:

Evaluation forum for SDIP funded agencies:

Recipients of SDIP project funding met for a day-long consultation in September, 2008 that was attended by 7 organizations (an 8th organization provided post- forum written feedback). Representatives from the organizations included staff, volunteers and trustees.

Through the consultation recipients identified a series of challenges and learning opportunities in project implementation. Amongst the most persistent challenges they faced were: restraints/lack of physical space for programming; insufficient available funding for this kind of work (both through SDIP and other funders); challenges to collaboration, due to the competitive funding climate; staffing issues (including turnover, and tensions between the roles/responsibilities of coalition members); and additional supports required from City of Toronto staff, around the application and reporting processes as well as during project implementation. Program participants also highlighted the learning opportunities afforded by collaboration, and the promise it holds as a key to community development and capacity building. The feedback spanned many areas, but most strongly reflected the groups' enhanced skills in organizational development (such as learning how to develop consensus, and board development and training) and in working in partnership as a skill and resources-leveraging opportunity.

The SDIP-funded group evaluation also resulted in recommendations improving the program. These recommendations are aimed at the management of the SDIP program, Community Development Officers (CDOs), network partners, trustees and staff participants of the programs. Key recommendations:

- Changes to the application and reporting process
- Adjustments to the funding levels
- Changes to the funding criteria, including an assessment of the role of Trustees
- Increased training, education and awareness-building for organizations and individuals involved
- Improved stakeholder involvement
- Increased networking opportunities for SDIP funded groups
- Improved evaluation processes including opportunities for sharing information between projects
- Improved relationship with the City and City staff

Evaluation sessions with the Community Development Program and funders:

Two separate meetings were held with staff and funders to review the program and comment on the experience of the past three years. Participants included staff with direct contact with the SDIP funded groups, as well as staff and funders who brought experience of related programs and organizations to the consultations.

The consultations with the Community Development Officers and the funders brought out many of the same experiences and ideas that were expressed by the funded groups. In both of these consultations, participants identified the critical role of SDIP funding in community development and capacity building endeavours. They also highlighted the importance of maintaining the funding criteria as flexible as possible to facilitate the participation of a broad range of groups. Additionally they believed that if funding amounts were increased, and project length was extended, it would make for stronger, potentially more sustainable projects. The funders group highlighted the limited resources available for the important role the SDIP plays in the community and, given the likely change in the funding climate that will result from current economic trends, the impact on future funding opportunities. The CDOs expressed concerns about the extensive staff resources that are currently directed to the SDIP funded groups. They

proposed that the role of Trustees in the SDIP project be further explored, as many of the resources being expended are due to either confusion of the Trustee role for SDIP recipients or breakdown of the trustee/SDIP recipient relationship.

Consultation themes and SDIP program directions:

The consultations highlighted the impact of the funding and identified the challenges and learning experiences posed by the current SDIP framework. The discussions included a variety of viewpoints and sometimes contradictory opinions. Several key areas emerged through the discussions with the organizations, funders and other connected programs.

1. consensus on the need for a longer term for project implementation (up to 5 years) and an increase in the maximum funding amount (currently \$50,000.00 per year)

The longer project timeline is seen as essential to project success for effective community development, capacity building and organizational change processes. Although an increase in the annual funding amount may enhance project outcomes, it will result in a decrease in the number of funded groups unless there is an increase in funding to the SDIP program. Additionally, eligible expenses need to be examined to assist in determining how additional funds would be spent.

Changes to SDIP program model: This report recommends an increase in the SDIP maximum funding limit to \$75,000.00, an extension of the timeline up to five years. An in-depth evaluation of projects in their fourth year will be conducted to develop deliverables associated with the longer timelines for each organization, while focusing on assisting groups in identifying the transition steps to sustainability of the community capacity enhancements, through organizational structures or other mechanisms.

2. applicants require more assistance from staff in developing project proposals, learning about best practices and linking with partners and other funders.

The feedback identified the need for greater supports in navigating through the application process and throughout implementation to final reporting on the projects. Due to the competitive funding climate, developmental groups found themselves at a disadvantage in seeking opportunities and requested greater support and collaboration on projects by funders. There is a need for a range of information and individualized support in meeting accountability requirements and providing effective program delivery in the communities they serve. The staffing support need identified included increased time from both funding staff and community development staff. Improvements can be made to how the program communicates with applicants and funded organizations.

Changes to SDIP program model: Community resources staff currently assist organizations in developing proposals and supporting partnerships. Staff will look at additional ways of sharing best practices information with community organizations and coordinate information with other funders about program purposes and funding opportunities. Additional efforts will be made to link funded groups with training and development opportunities to address specific skill needs.

3. training and networking opportunities for the funded groups were identified as important to building capacity.

In 2007, SDIP provided funding to one organization to undertake additional activities on behalf of the group of funded organizations, including a networking forum and consultation. Groups were able to share information and discuss challenges and successes in organizational and community capacity building. Participants emphasised the value of more networking sessions and need for training in a variety of forms. They suggested pooling resources with each other to cut costs and be more effective in training of individuals, organizations and community members.

Changes to SDIP program model: The community resources unit provides training for developmental organizations. Staff will explore further training and networking options for participants in SDIP. In the interim, this report recommends an amount of \$4,000.00 specifically for networking activities with SDIP funded organizations. The amount is recommended as part of the allocation to Black Creek West Coordinating Committee in Appendix 2.

4. challenges with the trustee model were raised in each of the consultations.

Organizations and trustees often found the relationship challenging, and are seeking clarification of their roles. The work of the funded groups is complex and can be time consuming, and identifying organizations to act as trustees and commit the staff time for supervision and capacity building as needed in the SDIP program has become challenging.

Changes to SDIP program model: The challenges of using the trustee model require significantly more effort and will be included in future responses. Community Resources staff will continue to explore ways to make the process of working with a trustee better for the organizations. At the current time, organizations have few choices about governance models that meet the accountability requirements for funders. Community-wide initiatives that are exploring options, such as the initiatives of the Sage Foundation, will be considered in looking at the particular needs of the SDIP groups.