TORONTO

STAFF REPORT
ACTION REQUIRED

Grants: Community Services Partnership; Service Development Investment Program 2015 Allocation

Date:	May 6, 2015
To:	Community Development and Recreation Committee
From:	Acting Executive Director, Social Development, Finance and Administration
Wards:	All
Reference Number:	AFS# 20865

SUMMARY

This report recommends funding to organizations requesting support under Community Service Partnership (CSP) and the Service Development Investment (SDIP) programs. It also recommends extending the term of the City's service agreement with Findhelp Information Services (Findhelp).

CSP provides ongoing and stable support to Toronto's not-for-profit organizations to enable them to offer high quality and relevant services that strengthen the city's well-being.

Funding is recommended for 199 organizations for $14,845,390 to support 486 programs that improve social outcomes for vulnerable, marginalized and high-risk residents and communities. Included in this recommendation is a 2.1% cost of living increase approved by Toronto City Council in the 2015 budget process. In addition, it is recommended that $15,000 be held to administer the senior's snow-shovelling program.

SDIP provides multi-year project funding to coalitions and organizations that develop community capacity and build effective partnerships within Neighbourhood Improvement Areas (NIAs) and across the city. Funding is recommended for 16 initiatives for $570,000.

Findhelp receives funding administered by Social Development, Finance and Administration Division (SDFA) under the Council approved terms and conditions for line item grants. Established in 1971, Findhelp is a charitable nonprofit organization that works to ensure that all people, especially those who face barriers to service, have easy access to accurate and appropriate human services information.

RECOMMENDATIONS

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

1.   City Council approve the 2015 Community Service Partnerships allocation recommendations totalling $14,845,390.00 from the 2015 budget to 199 organizations that requested funding as described in Appendix A and B;

2.   City Council authorize reserving $15,000.00 of the 2015 Community Service Partnerships funding to administer claims by eligible seniors through the snow shovelling program;

3.   City Council delegate authority to the Acting Executive Director, Social Development, Finance and Administration to re-allocate the 2015 Community Service Partnerships (CSP) funds that are not used during the funding year by approved organizations to other CSP approved organizations;

4.   City Council request the Acting Executive Director, Social Development, Finance and Administration report on any re-allocation of 2015 Community Service Partnerships funds as part of the 2016 grants allocation recommendations report;

5.   City Council approve the 2015 Service Development Investment Program allocations totalling $570,000.00 be allocated to 16 organizations as described in Appendices A and C of this report;

6.   City Council authorize the Acting Executive Director, Social Development, Finance and Administration to enter into a four year service agreement with Findhelp Information Services in the amount of $591,670 for 2015, in accordance with the terms and conditions outlined in Appendix E, and any other terms and conditions and format acceptable to the City Solicitor;

7.   City Council direct Social Development, Finance and Administration staff to explore ways to increase funding to new and emerging groups through a targeted approach and report back in 2016 to the Community Development and Recreation Committee.

Financial Impact

The recommendations in this report will have no financial impact beyond what is included in the 2015 Approved Operating Budget for Social Development, Finance and Administration.

This report recommends allocations of $14,845,390 for CSP funded agencies, $15,000 for snow shovelling rebates for seniors and $570,000 for SDIP applicants from the 2015 Approved Operating Budget as described in Appendices A, B and C.

This report also recommends the terms for a service agreement with Findhelp Information Services. The level of City support for Findhelp Information Services is reviewed and approved as part of the City's Annual Operating Budget process as a Community Partnership and Investment Program line item grant.

The 2015 Approved Operating Budget Social Development, Finance and Administration includes funding for a line item grant for Findhelp totalling $591,670. Future year funding requirements for Findhelp will be included in the Program Operating Budget Submissions to be considered as part of the annual budget processes.

DECISION HISTORY

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 2015 Operating Budget for Social Development, Finance and Administration includes funding for the Community Funding programs. The budget amount includes an economic factor increase.
http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX3.4

In June 2008, City Council approved the report "Options to Streamline and Improve Funding Administration" that provides a number of recommendations that streamline the grants administration process and reduce the burden on applicants.
http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2008.CD16.5

Community Service Partnerships provides ongoing support to organizations that work to improve social outcomes for vulnerable, marginalized and high-risk communities. As a part of the City's continuous service improvement initiatives, a number of smaller ongoing funding programs with narrower mandates have been consolidated under the CSP. These consolidations have allowed the City to benefit from operational efficiencies in grants administration, and have reduced the administrative burden on applicant organizations. Programs now consolidated under the CSP include:

- The Food Security Investment Program, which was consolidated in 2009
  http://www.toronto.ca/legdocs/mmis/2009/cd/decisions/2009-11-06-cd28-dd.htm

- Snow Shovelling and Lawn Care, which was consolidated in 2010
  http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2010.CD34.14

- The Major Recreation program, which was consolidated in 2011
  www.toronto.ca/legdocs/mmis/2011/cd/bgrd/backgroundfile-39037.pdf

In July 2013, Council approved the "Toronto Community Grants Policy" which provides a framework for the City's partnership and investment grant activities and standards for the administration of line item grants.
http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX32.1

On June 10, 2014, City Council requested staff to explore new strategies to incubate and build capacity of new and emerging groups and communities.
http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CD29.12

EQUITY IMPACT STATEMENT

Community Funding supports and sustains the well-being of Toronto's communities by providing funding to community-based organizations for programs that improve social outcomes for racialized communities and other equity-seeking groups.

The City recognizes that community organizations can deliver many services more efficiently and with a greater degree of community acceptance. In these situations, grant programs reflect Council's strategic goals and priorities, and community-based organizations propose the services that will advance these goals across or within specific communities and neighbourhoods.

ISSUE BACKGROUND

Allocation recommendations are provided in this report for two Community Funding programs: Community Services Partnership (CSP) and Service Development Investment Program (SDIP). Also included is a recommended extension of the City's service agreement with Findhelp Information Services. For both CSP and SDIP programs, all applicants are recommended for funding, therefore no appeals fund has been set aside.

Community Services Partnership (CSP)

CSP provides ongoing and stable support to Toronto's not-for-profit organizations to offer high quality and relevant services that respond to the changing needs of the community.

199 organizations are funded through CSP, supporting 486 programs and services. Funded organizations do not fluctuate significantly each year. This is by design in order to support a strong, stable non-profit sector working with Toronto's residents over time to improve outcomes in communities and neighbourhoods. New organizations and/or increases to existing CSP funded organizations occur when there is a significant increase to the annual allocation.

Service Development Investment Program (SDIP)

SDIP was established to enhance the organizational capacity of coalitions and not-for-profit organizations and provide service stabilization for organizations in Neighbourhood Improvement Areas (NIAs) and other priority areas.

The term "service development" describes activities that build organizational capacity to meet community needs by supporting existing organizations or through broader community development. Support for organizations will strengthen capacity for effective governance, organization management, volunteer training and development, responsiveness of programs and services, and accountability to funders. Support for community development activities will strengthen community engagement, community problem solving, access to services and service planning.

Findhelp Information Services

Beginning in 2002, Findhelp Information Services was designated as the 211-service provider for the City of Toronto. With the introduction of 311, regular coordination is undertaken between the two services to support effective access to public and community services and to meet the CRTC licence requirements. In addition, the Social Policy, Analysis and Research Section of SDFA works closely with Findhelp on a variety of initiatives that help enhance the availability of information for planning and research that supports Council and community priorities.

The line item grant to Findhelp is administered by SDFA under the Council-approved terms and conditions for line item grants approved in the Toronto Community Grants Policy, 2013.

COMMENTS

Community Services Partnership (CSP)

Program Streamlining:

Over the last two years, SDFA's Community Funding Unit implemented changes to streamline the grants administration process and reduce the burden on applicants. These changes were in response to the Council-approved 2008 report on "Options to Streamline and Improve Funding Administration". This report provides the framework to support CSP funding over a multi-year cycle as opposed to the historical practice of submitting an application on an annual basis. SDFA staff worked closely with United Way of Toronto on our streamlining efforts to ensure alignment where possible. This is particularly important given that a large number of the organizations supported through CSP are also United Way member agencies.

In 2015, CSP moved to a four-year application cycle aligned with the City Council term. In early February 2015, returning CSP funded organizations submitted an online application for continued funding at their 2014 allocation level. These applications were thoroughly assessed against program criteria with a particular focus on governance, organizational capacity and structure, financial health and program effectiveness.

When there is a significant increase to the overall CSP budget other than cost of living adjustment, new and existing organizations will have the opportunity to apply for new programs and increases through a separate application process. Organizations will submit annual reports to account for the funds received the previous year.

These changes were launched with CSP agencies at a community roundtable held in November 2014. The session also included a capacity building session held in partnership with United Way. Results from two surveys of CSP funded agencies indicate a very positive response to the changes:

- 97% of respondents indicated that they were satisfied with the changes to the CSP process;
- Over 95% of respondents agreed that the program guidelines and application questions were clear and easy to understand;
- Over 96% of respondents agreed that the questions allowed them to effectively explain their organization and program(s);
- Over 92% rated their experience using the online system as good or excellent;
- 59.6% of respondents assessed the time they needed to complete their submission as "less" or "much less" than in previous years.

Overview of 2015 CSP Allocations:

199 organizations are recommended for a total of $14,845,390 to support 486 programs that improve social outcomes for vulnerable, marginalized and high-risk residents and communities. 133 programs from 73 organizations indicate providing services in one or more of the 31 Neighbourhood Improvement Areas (NIAs). The total investment in these programs is $4,717,595 or 32% of the total allocation.

The following tables identify the types of communities and program areas that organizations funded through CSP focus on:

Table 1:

Community Focus	Number of Programs
Aboriginal	73
Children and Families	185
Homelessness and Street Involved	76
LGBTTIQQ2SA	102
Migrant/Temporary Workers	46
Newcomers	268

Community Focus	Number of Programs
People with cognitive disabilities	145
People with physical disabilities	187
Racialized Persons	229
Seniors	258
Women	207
Youth	202

Table 2:

Program Focus	Number of Programs
Community Development	278
Elderly Persons Centres	97
Food Security	91
Immigration and Settlement supports	92
Poverty Reduction	110
Safety	166
Unemployment supports	68

The 2015 CSP allocation includes snow-shovelling services that help seniors and people with disabilities to remain safely in their homes for as long as possible. Funded organizations maintain the service delivery models they used prior to amalgamation, and as a result, there are both brokerage and claims-based services funded under the CSP. An amount of $15,000 has been held from the CSP 2015Approved Operating Budget to address claims. The number of seniors eligible for the individual rebate is continuing to decline. SDFA staff continue to work with the delivery organizations providing claims-based service to improve the efficiency of the program's administration.

Comments and conditions appear in some of the organization summary sheets in Appendix B to highlight issues where organizations may not be in compliance with some program criteria. Over the next three years, SDFA staff will proactively engage organizations to identify areas for improvement and bring organizations into compliance.

During the course of the four-year cycle, some approved CSP organizations may not be able to make full use of their allocation. This situation can arise when organizations are unable to meet the conditions of their funding, or because of organization and program closures. This report requests delegated authority to enable the Acting Executive Director, Social Development, Finance and Administration to reallocate any CSP funds that are not used during the funding period by approved organizations to other CSP approved organizations, with a requirement to report on any reallocations in a subsequent allocation report. This delegated authority was approved in 2011.

Sector Issues and Opportunities:

Organizational health and capacity

In the CSP portfolio, we continue to see a small percentage of agencies struggling to balance quality programming, strong governance, effective administration, financial health and volunteer and community engagement. This is particularly evident with small to medium sized agencies. In order to support these agencies, staff are exploring effective capacity building strategies that support agencies to deliver on their mission and meet the criteria of the CSP program.

Increased attention is also being paid to service integration strategies to increase efficiency and impact of the sector. These include mergers, consolidations and shared administrative platforms. Since 2013, there have been four mergers of funded agencies and programs within the CSP portfolio.

Increased service demands and funding pressures

While the not-for-profit and charitable sector remains resilient, many CSP agencies to report challenges faced as a result of increased demand on their services and complexity of community needs. Community agencies, including those supported through the CSP program, are challenged to be more creative in order to fulfill their mission, diversify their revenue sources and increase their impact.

Funder coordination

This year, SDFA launched the *Toronto Neighbourhood Funders Network,* co-chaired with the United Way Toronto as part of the Toronto Strong Neighbourhoods Strategy. This network provides a forum for private, public and community funders to work toward strategic alignment of programs and funding priorities and inform relevant policies based on a neighbourhood perspective. Currently, there are eleven partners participating including Ontario Trillium Foundation, Toronto Central LHIN**,** Central East LHIN**,** Toronto Foundation, Citizenship and Immigration Canada (CIC), Ministry of Children and Youth Services (MCYS), Metcalf Foundation, Laidlaw Foundation and the Toronto Office of Partnership.

CSP staff work closely with funders to identify and respond to emerging issues and changes in the policy and funding environment. These issues are examined as a part of the ongoing coordination to look at best practices, identify opportunities for shared action and support a strong service sector.

Service Development Investment Program (SDIP)

As in previous years, SDFA supported a targeted call for applicants to identify applicants that are a strong fit with SDIP's strategic focus. This year, 16 projects applied for funding. Of these, 13 are returning initiatives that had been approved for multi-year funding in previous years. The returning projects are recommended for another year of support based on their demonstrated progress on their updated multi-year plans and budgets. Funds in the amount of $570,000 are available to support all 16 applicants – all of which have demonstrated fit with program criteria.

Two of the three recommended new initiatives previously received support through CSP for strategic capacity building initiatives unrelated to their core operations. However, the programs are better suited to the mandate of SDIP. The recommendations in this report support this alignment.

Eight of the recommended initiatives are based in NIAs, four are in Emerging Neighbourhoods[1] and four are citywide. Recommended projects are focused on a wide range of relevant and priority outcomes including:

- Strengthening the capacity of community hubs in Neighbourhood Improvement Areas;
- Introducing young people to careers in digital media while providing computer literacy skills and creating opportunities for self-expression; and,
- Enhancing resident engagement through leadership development.

Project descriptions for each initiative are provided in Appendix C, including the specific neighbourhoods to be served by the projects.

Findhelp Information Services

Findhelp fills an essential role in Toronto's community services sector with four key services:
1. 24/7 Community Information and Referral Help lines (211 phone service and other specialized lines);
2. Data services (211toronto.ca web site, and research, classification and maintenance of over 50,000 records used by multiple partners);
3. Information Technology (development and hosting of information sites); and
4. Professional training for human service staff on effective information and referral.

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[1] Emerging Neighbourhoods refers to the four neighbourhoods that are transitioning from the Neighbourhood Improvement Area (NIA) portfolio

During the 2013/14 year, Findhelp received 419,915 calls to the 24/7 Information and Referral services with more than 17% from newcomers to Canada.

The United Way and the City of Toronto jointly fund Findhelp's core operations, with additional funding from other orders of government, foundations and other agency generated income.

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SIGNATURE

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ATTACHMENTS
Appendix A: 2015 Community Service Partnerships and Service Development Investment Program – Allocation Recommendations
Appendix B: 2015 Community Service Partnerships – Summary sheets
Appendix C: 2015 Service Development Investment Program –Summary sheets
Appendix D: 2014 Community Service Partnerships Reallocations via delegated authority
Appendix E: Findhelp Information Services 2015-2018 Service Agreement