



United Way
of York Region

Community Investment Model 2011-2016

May 2010

**United Way of York Region's
Community Investment Model 2011-2016**

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Background

Throughout 2009, United Way of York Region (“UWYR”) undertook an extensive community engagement and research process to inform its Strategic Directions, 2010-2013 and ascertain Community Priorities, 2011-2016. Activities included a community survey, focus groups, issue panels and a review of key research. In October 2009, the Board approved the following Community Priorities for 2011-2016:

- Helping Youth Grow up Strong
- Enabling Individuals and Families to Achieve Economic Independence
- Improving the Wellbeing of Individuals and Communities

Each Community Priority has identified Focus Areas, Priority Populations and Expected Outcomes.

A sub-committee of the Community Engagement and Research Committee (“CE&R”) was struck to prepare a community investment model and an implementation plan that reflected the Board approved 2011–2016 funding priorities for UWYR. The committee known as **Community Investment Model Sub-Committee (“CIM”)** was comprised of:

Chair Rick McHale, Board member and CE&R member

Members Christina Harding, CE&R member

John Stoneman, Community Investment Committee (“CI”) member

Deb Thomas, CI member

Staff Support: Dianne Kokesh, Director, Community Investment (retired Dec. 2009)

Janice Chu, Director, Community Investment

Michele McGee, Community Resources Manager

During the period of December 2009 and March 2010, CIM reviewed the existing community investment model. With input from CE&R and CI members, findings of the review and recommendations for the Community Investment Model 2011-2016 are presented in 3 Interim Reports which cover the following aspects:

- Community Investment Principles
- Funding Streams
- Process: fund application, review, approval, assessment criteria, ratings and monitoring of investments

In addition, an implementation plan was developed including the communication strategy with agencies and community and transition guidelines.

This document includes details on the Community Investment Model 2011-2016 and implementation plan which was approved by the UWYR Board of Directors in May 2010.

1. Fund Distribution Principles

In May 2005, the UWYR Board of Directors approved the adoption of the fund distribution principle of allocation by funding priorities.

The principles of allocation by funding priority include:

- Funders assess the most pressing needs of the community periodically and identify funding priorities.
- Funders announce the funding priorities and specific criteria to service agencies.
- Only services which are related to specific funding criteria under the current priorities of funders are supported. Objective scoring system is used.
- Funded services are renewable if:
 - The priorities which the programs respond to are still current;
 - The service providing agencies maintain their core competency;
 - Services delivered meet the planned outputs and outcomes;
 - Proposed service plans are sound.
- Opportunities for additional funding are available for agencies that perform well. Agencies that perform below standards do not have such opportunities. They will be monitored closely, and may risk losing funds.
- Once funders identify new priorities, service agencies have to re-apply for funding accordingly. Services which are not relevant to the new funding priorities will not be funded. However, ample notice will be given to agencies regarding the change of funding priorities. A transition plan will be in place.

For the 2011-2016 funding periods, UWYR reconfirms its commitment to the fund distribution principle of allocation by funding priorities.

2. Funding Priorities 2011-2016

In January 2009, UWYR began a series of community engagement and research activities, the aim of which was to identify critical social needs in York Region. The research and community engagement activities also provided essential information in helping to determine UWYR funding priorities for 2011-2016.

The key community engagement activities undertaken were:

1. York Region Community Survey - The Nielsen Company
2. Community Dialogues – Six Focus Groups
3. UWYR Member Agency Survey
4. UWYR Member Agency Meeting
5. Analysis of Current UWYR funding priorities
6. Community Issue Panels – Open discussions with expert panels - bringing together a broad range of constituents: community residents, service providers, government, and planners
7. Complementary Research Review – Review of investment areas of other United Ways; Statistics Canada, Census 2006 data; York Region data; and research information pertaining to the proposed community priorities.

Three community priorities were approved by the UWYR Board of Directors on October 19, 2009:

- A. Helping Youth Grow Up Strong
- B. Enabling Individuals and Families to Achieve Economic Independence
- C. Improving the Wellbeing of Individuals and Communities

UWYR will direct resources to support programs and activities that address any one of the three community priorities and identified focus areas. The three community priorities and their respective expected outcomes are considered of equal importance. A minimum of 20% funding target for each funding priority area will be considered in order to ensure all community priorities are addressed. Inequities in funding distribution will be balanced through funding stream allocations.

The UWYR 2011-2016 funding priority framework (i.e. focus areas, priority populations and expected outcomes) developed as a result of an extensive community engagement and research process, provides specific guidelines for agencies to plan and develop programs that meet UWYR expectations. UWYR member agencies, based on their knowledge and expertise in program development and delivery are to revise or develop programs according to these guidelines to remain eligible for UWYR funding. UWYR will ensure clear communications with agencies of its expectations and provide support as appropriate and available to assist agencies in transition.

Please see pages 6-8 for complete details on UWYR community priorities, identified focus areas, priority populations and expected outcomes.

A. Helping Youth Grow Up Strong

United Way of York Region supports initiatives that reflect the building blocks of healthy development that help young people grow up healthy, caring, and responsible.

Identified focus areas

UWYR will direct resources to the following focus areas, i.e. youth affected by the following:

- mental health issues
- substance abuse/addictions
- social exclusion

Priority populations

Considering the above focus areas, the priority populations to be addressed within these focus areas are youth (primarily ages 12-18) that self-identify, or are identified by an agency, as being from one or more of the following groups:

- Low income
- Newcomer (0-10 years in Canada)
- Youth in lone parent family

Expected outcomes

UWYR directs resources to programs and activities that demonstrate success in helping youth to grow up strong with the following expected and measured outcomes:

1. Increased self esteem, sense of purpose, and optimism.
2. Increased positive/healthy behaviours, and constructive use of time.
3. Increased sense of belonging, connectedness and social support net.
4. Increased motivation to do well at school and to be engaged in learning.

Key Research Support

In developing the youth priority area and the expected outcomes, UWYR referenced the 40 Developmental Assets for Adolescents (Ages 12-18), Search Institute, Minneapolis, MN. The building blocks of healthy development known as Developmental Assets help young people grow up healthy, caring, and responsible.

B. Enabling Individuals and Families to Achieve Economic Independence

UWYR supports initiatives that increase the capacity of individuals and families to become economically independent.

Identified focus areas

UWYR will direct resources to the following focus areas, i.e. those that assist individuals and families to obtain stability with:

- employment
- housing
- food security

Priority populations

Considering the above focus areas, the priority populations to be addressed within these focus areas are those that self-identify, or are identified by an agency, as being from one or more of the following groups:

- Newcomer (0-10 years in Canada)
- Marginalized worker & marginalized unemployed, i.e. those with disabilities and aging workers
- Female lone-parent

Expected outcomes

UWYR directs resources to programs and activities that demonstrate success in helping individuals to build their capacity with the following expected and measured outcomes:

1. Increased literacy and job skills training.
2. Increased capacity and success in obtaining meaningful employment.
3. Increased capacity and success in accessing and maintaining stable housing.
4. Increased food security.

Key Research Support

In developing the economic independence priority area and the expected outcomes, UWYR referenced the Social Determinants of Health: the economic and social conditions that influence the health of individuals, communities and jurisdictions as a whole.

C. Improving the Wellbeing of Individuals and Communities

UWYR supports initiatives that improve the wellbeing of individuals and communities to enhance overall quality of life.

Identified focus areas

UWYR will direct resources to the following focus areas, i.e. those that help individuals and families strengthen:

- mental health, coping and life skills
- access to services and social supports
- civic engagement / community involvement

Priority populations

Considering the above focus areas, the priority populations to be addressed are those that self-identify or are identified by an agency as being from one or more of the following groups:

- Low Income
- Newcomer (0-10 years in Canada)
- Those with physical, mental, and/or developmental disability

Expected outcomes

UWYR directs resources to programs and activities that demonstrate success in helping individuals to build their capacity with the following expected and measured outcomes:

1. Strengthened attributes associated with positive mental health such as sense of mastery, self-esteem, reduced depression.
2. Increased access to required services and supports.
3. Increased sense of connectedness to community and networks.
4. Increased civic engagement /community involvement.

Key Research Support

In developing the wellbeing priority area and the expected outcomes, UWYR referenced the Indicators of Mental Health, Social Determinants of Health: the economic and social conditions that influence the health of individuals, communities and jurisdictions as a whole, and The Canadian Index of Wellbeing.

3. Evaluation and Measuring Success

As part of the strategic planning and priority setting process in 2009, UWYR determined the need to develop and implement an evaluation process to measure the impact of its investments. The evaluation process should include both outputs and outcomes of funded programs (funding allocated to each community priority, success in meeting expected outcomes, the number of clients served) and UWYR leveraging and community engagement activities. Both will indicate the community impact of UWYR's investments in York Region.

The evaluation framework, including Principles, Goals, Expected Outcomes, Success Indicators and Measurement Methods and Tools is outlined as follows:

I. Principles

- A. As outlined in *UWYR - Aligned for Impact, 2010-2013 Strategic Directions*, the strategic direction of "Improve the Lives of York Region Residents Impacted by Community Priorities" has the following goals:
- Demonstrated UWYR impact in community priorities, expected outcomes and identified populations.
 - Measurable increase in financial investments in community priorities as a result of both UWYR and leveraged partnerships.

Success in achieving the above goals will be demonstrated through UWYR's fund allocation process to its member agencies, other non-profit agencies and select strategic investments. In addition, success will be reflected in UWYR's capacity to leverage community partnerships and engagement activities that help to address the three community priorities.

- B. UWYR will report annually on each priority area, monitoring the progress on reaching the expected outcomes with the priority populations based on the supporting research.

II. Framework for measuring success and evaluating community investment

A) Youth

Goal	
Demonstrated UWYR impact in community priorities, expected outcomes and identified populations	
Expected Outcomes	
<ol style="list-style-type: none"> 1. Increased self esteem, sense of purpose, and optimism. 2. Increased positive/healthy behaviours, and constructive use of time. 3. Increased sense of belonging, connectedness and social support network. 4. Increased motivation to do well at school and to be engaged in learning. 	
Success Indicators	Measuring Tool
<ul style="list-style-type: none"> • All four of the expected outcomes are being addressed by youth funded programs • All youth funded programs indicate success in addressing at least one of the expected outcome areas • 90% of youth funded agencies meet UWYR expectations for effective program outcome measurement 	<p>Agency submitted reports identify the expected program outcomes achieved, success indicators and measuring tools/methods</p> <p>In aggregate, results from all UWYR funded programs reflect the outcome of the community investment</p>

Goal	
Measurable increase in financial investments in community priority as a result of both UWYR and leveraged partnerships	
Success Indicators	Measuring Tool
<ul style="list-style-type: none"> • Increased annual UWYR investments in youth community priority through community fund or partnerships • Increased UWYR leadership and/or involvement in deliberate partnerships that are broad, diverse and focus on youth community priority, outcomes and identified populations • Board approved strategic partnership(s)/year with articulated presenting issue, desired changes and outcomes • Increased financial investments in youth community priority leveraged by UWYR 	<p>Reporting to UWYR Board annually on:</p> <ul style="list-style-type: none"> • progress increasing investments • involvement in strategic partnerships • leveraging opportunities

II. Framework for measuring success and evaluating community investment

B) Economic Independence

Goal	
Demonstrated UWYR impact in community priorities, expected outcomes and identified populations.	
Expected Outcomes	
<ol style="list-style-type: none"> 1. Increased literacy and job skills training. 2. Increased capacity and success in obtaining meaningful employment. 3. Increased capacity and success in accessing and maintaining stable housing. 4. Increased food security. 	
Success Indicators	Measuring Tool
<ol style="list-style-type: none"> 1. All four of the expected outcomes are being addressed by economic independence funded programs 2. All of UWYR economic independence funded programs indicate success in addressing at least one of the expected outcome areas 3. 90% of economic independence funded agencies meet UWYR expectations for effective program outcome measurement 	<p>Agency submitted reports identify the expected program outcomes achieved, success indicators and measuring tools/methods</p> <p>In aggregate, results from all UWYR funded programs reflect the outcome of the community investment</p>

Goal	
Measurable increase in financial investments in community priority as a result of both UWYR and leveraged partnerships.	
Success Indicators	Measuring Tool
<ul style="list-style-type: none"> • Increased annual UWYR investments in economic independence community priority through community fund or partnerships • Increased UWYR leadership and/or involvement in deliberate partnerships that are broad, diverse and focus on economic independence community priority, outcomes and identified populations • Board approved strategic partnership(s)/year with articulated presenting issue, desired changes and outcomes • Increased financial investments in economic independence community priority leveraged by UWYR 	<p>Reporting to UWYR Board annually on:</p> <ul style="list-style-type: none"> • progress increasing investments • involvement in strategic partnerships • leveraging opportunities

II. Framework for measuring success and evaluating community investment

C) Wellbeing

Goal	
Demonstrated UWYR impact in community priorities, expected outcomes and identified populations.	
Expected Outcomes	
<ol style="list-style-type: none"> 1. Strengthened attributes associated with positive mental health such as sense of mastery, self-esteem, reduced depression. 2. Increased access to required services and supports. 3. Increased sense of connectedness to community and networks. 4. Increased civic engagement /community involvement. 	
Success Indicators	Measuring Tool
<ul style="list-style-type: none"> • All four of the expected outcomes are being addressed by wellbeing funded programs • All of UWYR wellbeing funded programs indicate success in addressing at least one of the expected outcome areas • 90% of wellbeing funded agencies meet UWYR expectations for effective program outcome measurement 	<p>Agency submitted reports identify the expected program outcomes achieved, success indicators and measuring tools/methods</p> <p>In aggregate, results from all UWYR funded programs reflect the outcome of the community investment</p>

Goal	
Measurable increase in financial investments in community priority as a result of both UWYR and leveraged partnerships	
Success Indicators	Measuring Tool
<ul style="list-style-type: none"> • Increased annual UWYR investments in wellbeing community priority through community fund or partnerships • Increased UWYR leadership and/or involvement in deliberate partnerships that are broad, diverse and focus on wellbeing community priority, outcomes and identified populations • Board approved strategic partnership(s)/year with articulated presenting issue, desired changes and outcomes • Increased financial investments in wellbeing community priority leveraged by UWYR 	<p>Reporting to UWYR Board annually on:</p> <ul style="list-style-type: none"> • progress increasing investments • involvement in strategic partnerships • leveraging opportunities

4. Funding Streams

As UWYR transitions into new funding priorities and strategic directions, funding streams have been revised to ensure that funds are being directed so as to maximize impact in the community.

2011-2016 Funding Streams

Fund	Priority	Applicants	Is it Renewable?
Community	1	Members	Yes
Expansionary Program	2	Members	Yes
New Program		Members and Non-Members	Yes
Strength Investments		Members and Non-Members	To be determined
Enhancement	3	Members	Yes

Community Fund

The Community Fund will continue to be the top priority for community investment. It supports programs of member agencies relevant to current funding priorities.

Expansionary Program Fund (formerly known as the New and Expansionary Program Fund)

The Expansionary Program Fund supports member agencies by providing funding to expand existing UWYR funded programs. This fund rewards continuous program improvement and addresses the need for an agency to increase their service outputs to meet client demand.

New Program Fund (formerly known as New Membership Fund)

This fund supports member and non-member agencies by providing funding to deliver programs not currently funded by UWYR. The New Program Fund provides agencies the opportunity to address emerging needs, respond to changes in funders' criteria, develop services that match current demand and align with UWYR funding priorities. This fund is intended to support new member agencies in addition to new programs for member agencies.

Strength Investments Fund

The goal of this fund is to proactively advance quality of life in neighbourhoods across York Region, supporting initiatives and projects that align with UWYR's strategic directions and community priorities.

Enhancement Fund

This fund enhances the value of the Community Fund in view of inflation. All member agencies that are meeting or exceeding UWYR expectations are eligible to receive an increase to their Community Fund allocation based on availability of funds.

5. Community Investment Process: Community Fund
5.1 Fund Application, Review and Approval Process

Activity	Timeline
UWYR member agencies due for a review are invited to submit an application for Community Fund	September-October
Community Review Panel (“CRP”) volunteers receive training, review agency submissions, interview agencies and present funding recommendations to CI	November-February
CI deliberates on CRP’s recommendations	February-March
UWYR Board of Directors approves CI’s allocation recommendations for Community Fund	March
UWYR informs agencies of their fund allocation	March
An ad-hoc Appeal Committee reviews agency’s appeal to its fund allocation (if any) and UWYR Board of Directors approves the final recommendation	April - June
UWYR conducts an operational review (if required) of identified agencies and UWYR Board of Directors approves the final funding recommendations based on review results	April - September

Engagement of Volunteers in the Process

UWYR will continue to actively engage community volunteers in reviewing agencies and making funding recommendations. Members of CI who sit on each CRP continue to play an advisory and supportive role to ensure an effective, efficient and consistent process.

5. Community Investment Process: Community Fund

5.2 Assessment Criteria

Assessment Criteria

Applications for UWYR funding are assessed according to the following criteria:

1. Alignment of the proposed program with UWYR funding priorities
 2. Agency's core competency
 3. Agency's commitment and capacity to serve the diverse communities within its target populations
 4. Effectiveness in program delivery and meeting expected program outcomes
1. Alignment of the proposed program with UWYR funding priorities
Proposed programs must address the three essential elements of UWYR funding priorities: identified focus areas, priority populations and expected outcomes.

This is considered to be the basic requirement and the most critical assessment criterion. If the proposed program is not deemed to be in alignment with UWYR funding priorities, it will not be funded regardless of the rating the agencies achieved for the other 3 assessment criteria.

2. Agency's core competency
Agency's demonstrated capacity to fill a unique niche in the community through the assets, skills and knowledge it has developed over the years is an essential organizational requirement for UWYR agency membership and funding.
3. Agency's commitment and capacity to serve the diverse communities within its target populations.

In a region that continues to experience rapid population growth and increased diversity, UWYR remains committed to ensuring its member agencies are committed to and capable of serving the changing needs of the diverse York Region communities.

Agency's adoption of policies on diversity and inclusivity, anti-discrimination and harassment is a basic requirement for agencies applying for and receiving UWYR funding.

UWYR member agencies serve different target populations and the extent and dimensions of diversity agencies are dealing with are varied. As such, agencies are to be rated on who they serve and how committed and capable they are serving the diverse needs of those they claim they serve.

4. Effectiveness in program delivery and meeting expected program outcomes
Agencies must be able to demonstrate their effectiveness in meeting program deliverables and outcomes as planned.

Indicators of Success will be developed by CI for each Assessment Criterion.

5. Community Investment Process: Community Fund

5.3 Assessment Ratings and Implications of the Ratings

Assessment Ratings

Agencies are rated on each of the four above criteria and assigned a “Level” for each of the four criteria:

Level 3 – Exceeds Expectations

Level 2 – Meets Expectations

Level 1 – Does not Meet Expectations

The agency is then assigned an Overall Assessment Rating which reflects the lowest rating achieved in any of the four assessment criteria:

Level 3 – Exceeds Expectations (all Level 3 in all four assessment criteria)

Level 2 – Meets Expectations (a combination of Level 2 & 3 in all four assessment criteria)

Level 1 – Does not Meet Expectations (one or more Level 1 in all four assessment criteria)

Implications of Overall Assessment Ratings

The Overall Assessment Rating has the following implications:

i. Funding Recommendation

Level 3 The agency’s funding application for continued funding will be recommended.

Level 2 The agency’s funding application for continued funding will be recommended.

Level 1 Depending on the severity of the problems identified, the following recommendations will be considered:

a. Funding condition(s) will be imposed.

b. UWYR will conduct an operational review of the agency.

c. UWYR will reduce or terminate funding to the agency.

An agency that receives an Overall Assessment Rating of Level 1 for up to two consecutive years will be given 3 months written notice that funding will be terminated.

ii. Funding Interval (i.e. timeline for submitting the next community fund application)

Level 3 The agency is not required to submit a community fund application for three years. The agency is eligible to receive the same level of funding for the next funding period based on a satisfactory midterm funding report.

Level 2 The agency is not required to submit a community fund application for two years. The agency is eligible to receive the same level of funding for the next funding period based on a satisfactory midterm funding report.

Level 1 If the agency continues to be eligible to receive funding for the balance of the current funding period, the agency is then required to submit a community fund application for the next funding year.

iii. Eligibility to apply for other UWYR funding streams

Level 3 The agency is eligible to apply for any additional available funding streams in any funding period during the three-year funding interval.

Level 2 The agency is eligible to apply for any additional available funding streams in either the year it is reviewed or the following funding year during the two year funding interval.

Level 1 The agency is not eligible to apply for any additional available funding streams.

6. Community Investment Process: Other Funding Streams (i.e. Grant Streams)

6.1 Application, Review and Approval Process

Activity	Timeline
UWYR approves allocation of additional funds (if any) to Grant Streams based on joint recommendations of the Audit, Finance and Investments Committee (“AF&I”) and CI	April
UWYR calls for applications to available Grant Streams	May
An ad-hoc Grant Stream Sub-Committee reviews agency submissions and presents funding recommendations to CI	May-June
CI reviews and deliberates on Grant Stream Sub-Committee’s fund allocation recommendations	June
UWYR Board of Directors approves CI’s fund allocation recommendations for Grant Streams	June
UWYR informs agencies of the fund allocation decisions	June

Determining the Fund Allocation to Each Grant Stream

AF&I advises CI of the total funding amount available for allocation to grant streams.

CI recommends to the Board of Directors which grant streams are selected and the amount to be allocated to each Grant stream with reference to:

1. Allocation priorities of the grant streams as approved by the UWYR Board.
2. Review of the trends of allocations of grant streams in recent years so that funding gaps will be identified for consideration as priorities for new funding.
3. Results of an environmental scan to identify emerging community needs.

The significant role of CE&R in helping to identify and address critical human service needs in York Region is recognized. CE&R will serve as an information resource and provide knowledge based information by reporting to the UWYR Board of Directors annually on the community needs and trends as identified through its community engagement and research activities. CI can take the report findings as reference in determining the selection and allocation of funds to UWYR Grant Streams.

Engagement of Community Volunteers in the Review Process

Community volunteers continue to play an important role in UWYR’s Grant Stream Review process. An ad-hoc Grant Streams Sub-Committee of CI is to be struck to review the grant stream applications and put forward funding recommendations. Membership of the Sub-Committee includes CI members, CRP volunteers and community members with staff support from the Community Investment Department.

6. Community Investment Process: Other Funding Streams (i.e. Grant Streams)
6.2 Selection Criteria and Indicators of Success

Selection Criteria and Indicators of Success for Expansionary Program Fund

Applications for the Expansionary Program Fund are assessed according to following criteria:

1. Alignment of proposed program with UWYR funding priorities.
2. Effectiveness in program delivery and meeting expected program outcomes .
3. Need for and ability to strategically utilize UWYR funding.

Indicators of success for each assessment criterion will be developed by CI. The selection criteria are to be utilized to ensure UWYR funding is allocated to:

- the most effective UWYR funded programs with a track record of demonstrated successes in achieving UWYR expected outcomes
- address an identified gap in current UWYR fund allocation
- agencies/programs to which UWYR funding is of the greatest significance

Selection Criteria and Indicators of Success for New Program Fund (Member Agencies)

Applications for the New Program Fund are assessed according to following criteria:

1. Alignment of proposed program with UWYR funding priorities.
2. Effectiveness in program delivery and meeting expected program outcomes .
3. Need for and ability to strategically utilize UWYR funding.

Indicators of success for each assessment criterion will be developed by CI. The selection criteria are to be utilized to ensure UWYR funding is allocated to:

- the most effective UWYR funded programs with a track record of demonstrated successes in achieving UWYR expected outcomes
- address an identified gap in current UWYR fund allocation
- agencies/programs to which UWYR funding is of the greatest significance

Selection Criteria and Indicators of Success for New Program Fund (Non-Member Agencies)

Applications for the New Program Fund (non-member agencies) are assessed according to the following criteria:

a. Basic Organizational Criteria

1. Support UWYR's Mission
2. Incorporated Canadian registered charity
3. Governed by a volunteer board
4. Provide human care services with a social/health focus to residents of York Region

b. Selection Criteria

1. Alignment of proposed program with UWYR funding priorities
2. Agency's Core Competency
3. Agency's commitment and capacity to serve the diverse communities within its target populations
4. Track record of effectiveness in program delivery and meeting expected program outcomes

Selection criteria and indicators are to be utilized to ensure UWYR funding is allocated to:

- agencies that meet UWYR member agency standards
- effective programs with a track record of demonstrated success in achieving outcomes
- new programs with great potential for success in achieving UWYR expected outcomes
- address an identified gap in current UWYR fund allocation
- agencies/programs to which UWYR funding is of the greatest significance

Selection Criteria and Indicators of Success for Strength Investments Fund

Selection Criteria and Indicators of Success will be completed in 2011-2012.

Allocation Criteria for Enhancement Fund

1. Level 3 agencies and agencies that were reviewed in the current funding year and received a Level 2 assessment rating are eligible to receive the funding.
2. Agencies may receive a pro-rata percentage increase to their current funding.
3. Availability of funds and increases in the Consumer Price Index will be referenced in determining the percentage increase.

7. Monitoring of Funded Agencies and Renewal of Funding

Monitoring of funded agencies

To monitor the progress of agencies in meeting the program deliverables, UWYR requires all member and funded agencies to submit funding report(s) that include(s) but are not limited to:

- A description of agency's success in meeting program outcomes and deliverables
- Agency's significant challenges and opportunities in delivering the funded programs
- An update on the status of satisfying any conditions identified in the Agency Funding Agreement
- Report on funding amount(s) expended to date for each UWYR funded program
- Agency's most recent Audited Financial Statements

Community Investment staff review the agency funding reports and report to CI on the major findings. If required, a plan of action to follow up with agencies on major concerns or issues identified will be recommended.

Guidelines for renewal of funding for member agencies

- UWYR member agencies that are not reviewed in the current funding year are eligible to receive an annualized allocation funding from the Community Fund for the next funding period based on a satisfactory funding report.
- UWYR member agencies that received renewable funding (i.e. funding from Grant Streams such as the New Program Fund, Expansionary Program Fund and Enhancement Fund) and met UWYR expectations are to be recommended for continued funding for the next funding period through the allocation from Community Fund.
- Newly funded agencies (i.e. agencies that received funding from the New Program Fund) are to be invited to apply for the Community Fund. Continued funding and UWYR agency membership will be recommended based on a satisfactory community review.
- If funding to a member agency is not to be continued or renewed, up to 3 months written notice will be provided to the agency. UWYR is to follow guidelines as stipulated in its Appeal Policy in handling valid appeal (if any) as filed by the agency.
- The renewal of the annual allocation of funds to member agencies is ultimately determined by UWYR's financial capacity.

8. Implementation of Community Investment Model 2011-2016

Transition Guidelines

UWYR will commit to the following principles and guidelines in transitioning to the 2011-2016 Community Investment Model:

1. Consistent with UWYR's "allocation by funding priority" principle, starting April 1, 2011, UWYR will only fund programs that are aligned with its new funding priorities for 2011-2016 and address the identified focus areas, priority populations and expected outcomes as specified.
2. All currently UWYR funded programs are to be reviewed for their alignment with UWYR's new funding priorities prior to receiving funding through the 2011-2012 Community Fund. As such, while the funding application and review process for agencies scheduled for review in 2010¹ can be maintained, the existing funding renewal criteria and process for member agencies that are not scheduled for review² will have to be modified in the transition. The transition plan is outlined as follows.

(i) Agencies scheduled for Community Review in 2010

No change to the funding application, review and approval process is recommended. That is, agencies that are scheduled for review are to submit an application for the 2011-2012 Community Fund. The alignment of their proposed program(s) with UWYR's new funding priorities will be assessed by the Community Review Panel ("CRP") volunteers. Funding will be recommended if the proposed program(s) are deemed to be aligned. The next review schedule will be determined by the overall assessment result.

(ii) Agencies not scheduled for Community Review in 2010

In addition to submitting the Agency Midterm Report, agencies not scheduled for review are required to submit detailed information on each of their proposed program(s) for 2011-2012. The alignment of their proposed program(s) with UWYR's new funding priorities will be assessed by a panel of community volunteers. Funding will be renewed if the proposed program(s) are deemed to be aligned. The next review schedule for agencies will remain the same.

¹ The existing UWYR member agencies' funding review schedule has been based on the Overall Assessment Rating agencies achieved in their most recent community review. That is, Level 3 agencies are to be reviewed in 3 years, Level 2 agencies in 2 years and Level 1 agencies are to be reviewed in the next funding year. According to this current practice, 20 UWYR member agencies will be required to submit an application for the 2011-2012 Community Fund in October 2010. Whereas, the other 19 UWYR member agencies will not be required to submit an application until October 2011, 2012 or 2013 at which time the alignment of their proposed programs with UWYR new funding priorities would be assessed.

² According to the current practice, the 19 member agencies not scheduled for review in 2010 are eligible to receive an annualized allocation of funding from the Community Fund for the 2011-2012 funding period based on a satisfactory Agency Midterm Report.

3. To ensure funding continuity and stability for member agencies, UWYR will allow reasonable time for agencies to plan, revise or develop programs that continue to meet UWYR's expectations as outlined in the 2011-2016 funding priority framework. Member agencies were made aware of the changes to UWYR's funding priorities in October 2009. Since then, UWYR has and will continue to communicate with its member agencies and allow agencies to demonstrate that their proposed programs are to be aligned with UWYR's new funding priorities.

Communication Strategy

To ensure clear and timely communication with its member agencies, key partners and multiple stakeholders, UWYR will adopt the following strategies:

- (i) Member agencies were made aware of the changes to UWYR's funding priorities in October 2009. Since then, UWYR has and will continue to communicate with its member agencies any changes to its funding priorities, assessment criteria and allocation practices in a timely and orderly manner by:
 - Hosting member agency meetings or information sessions;
 - Distribution of updated funding documentation and relevant reports; and
 - Facilitating consultation meetings on an individual basis.
- (ii) UWYR will inform other key stakeholders and the York Region communities at large of its new community priorities and investment strategies through:
 - Various forms of public announcements e.g. media releases, IMPACT newsletter;
 - Enabling easy access to relevant reports and documentation; and
 - Provision of different channels for questions and feedback

Implementation and Evaluation

UWYR will maintain and annually evaluate the implementation of the Community Investment Model for 2011-2016, communicating any significant changes to member agencies and stakeholders if and as required.