

# 2004 NON-PROFIT PERFORMANCE REPORT

*An Analysis of Management, Staff,  
Volunteers, and Board Effectiveness  
in the Non-Profit Sector*

by  
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Report based on the analysis undertaken as part of the

**DONNER CANADIAN FOUNDATION AWARDS**  
*for Excellence in the Delivery of Social Services*

*A program of The Fraser Institute*

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The authors take full responsibility for any errors and omissions. Since they have worked independently, the views and analysis contained in the report do not necessarily represent the views of The Fraser Institute or its trustees and members.

## About the Authors

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## Introduction

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Canada's non-profit sector is a vital component of Canadian civil society, providing many important social, cultural, and environmental amenities independently of both the government, and the for-profit business sector. Including approximately 161,000 charities,<sup>1</sup> church groups, community associations, and mutual aid societies, this sector is also an important component of the Canadian economy. In 2003, Canadian non-profit organizations posted \$112 billion in revenues and employed just over 2 million people.<sup>2</sup>

This sector supports a wide array of services and amenities that provide support and aid to the needy, and enhance the quality of life in our communities. Not including hospitals and universities, in 2003 there were 19,099 Canadian non-profit organizations devoted to delivering community-based social services; another 12,255 organizations providing social and economic development and housing supports and services; and another 8,284 providing education and research.<sup>3</sup> Canada's 30,679 non-profits with religious mandates also contribute significantly to the delivery of social services in Canada.<sup>4</sup>

The non-profit sector not only provides valued goods and services to those in need, it also binds our communities together by providing citizens

with the opportunity to actively participate in finding solutions to some of Canada's most pressing social problems. In 2003, Canadian non-profit organizations benefited from 2 billion volunteer hours—the equivalent of 1 million full-time jobs—and \$8 billion in individual donations.<sup>5</sup> The voluntary nature of this sector is one of its most defining characteristics.

### The Donner Canadian Foundation Awards

Regrettably, the sector's valuable contribution to Canadian society often goes unrecognized. The *Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services* were established in 1998 as a means of both providing this well-deserved recognition and rewarding excellence and efficiency in the delivery of social services by non-profit agencies across the country. The national scope and \$70,000 purse makes the Donner Awards Canada's largest non-profit recognition program.

By providing non-profits with tools to measure and monitor their performance, the Donner Awards Program also encourages agencies to strive to ever-higher levels of excellence. At a time when charities and other non-profit organizations are coming under increased scrutiny for the efficiency and effectiveness of their program delivery

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1 There are approximately 80,000 registered charities in Canada. While a charity is, by definition, a non-profit agency, non-profit agencies are not necessarily charities. Registered with Revenue Canada, charities are subject to its guidelines and regulations. Charities do not pay income tax, and are able to issue tax-deductible receipts to donors. While other non-profits are also exempt from paying income tax, they are not able to issue tax-deductible receipts. As a result, they are also exempt from Revenue Canada's oversight and regulations.

2 Statistics Canada (2004), *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, cat. no. 61-533-XPE (Ottawa, ON: Ministry of Industry).

3 Statistics Canada (2004), *Cornerstones of Community*.

4 A recent study of social service delivery by religious congregations in Ontario found that the mean percentage of a congregation's operating budget devoted to social services was 20.2 percent. The mean number of social service programs provided by each congregation was 4.13, with every congregation providing at least one. The net value of these programs per congregation was over \$12,000. See Ram A. Cnaan (2002), *The Invisible Caring Hand: American Congregations and the Provision of Welfare* (New York: New York University Press).

5 Statistics Canada (2004), *Cornerstones of Community*.

and management practices, the commitment to excellence and accountability demonstrated by Donner Awards participants can help encourage public confidence and involvement in this important sector of Canadian society.<sup>6</sup>

## Measurement Challenge

Unlike the for-profit business sector, the non-profit sector has been hampered in its ability to assess performance due to the lack of an objective, quantifiable performance measure. The for-profit sector relies on a number of objective measures to assess performance, including profitability, market share, and return on assets. The existence of standard, objective performance measures in the for-profit sector allows for comprehensive and comparative performance analysis.

Unfortunately, there is no such parallel for the non-profit sector. While more than three quarters of non-profit organizations surveyed in 2001 reported that they had engaged in some type of evaluation in the previous year,<sup>7</sup> the sector has relied almost exclusively on subjective reviews to assess performance. Subjective assessments normally entail a consultant or performance evaluator individually reviewing the performance of agencies and submitting recommendations.

While these types of assessments can be extremely useful, they are not readily comparable to other agencies' performance assessments unless the same person performs all the analyses. Even in these circumstances, the scope for comparison is

limited and costly, especially for many small and medium-sized agencies. This poses a real challenge for Canadian non-profits, especially as donor expectations for more rigorous performance evaluation steadily grows.<sup>8</sup>

Recognizing this need, The Fraser Institute began developing an objective non-profit performance evaluation system in 1997.<sup>9</sup> With the vision and support of the Donner Canadian Foundation, this system became the basis of the selection process for the annual *Donner Canadian Foundation Awards*. This evaluation process represents a major step forward in the development of an objective, quantifiable measure of performance for non-profit organizations.

In this system, non-profit performance is measured in ten areas: Financial Management, Income Independence, Strategic Management, Board Governance, Volunteers, Staff, Innovation, Program Cost, Outcome Monitoring, and Accessibility. In addition to the ten specific criteria, a composite score is also calculated to indicate overall performance. Table 1 presents the ten criteria of the performance index as well as the sub-components of each.

It is not the intent of the *Donner Canadian Foundation Awards*, or the performance measurement process, to reward large agencies simply because of their size. Rather, the focus is to assess and reward the quality provision of goods and services. Thus, a series of calculations were completed in order to ensure that measurements focused on the quality of the program and not on the size of an organization.

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6 Almost two-thirds of business leaders polled by COMPAS in September 2003 said they would be more likely to donate to charity if the charities were more accountable. See Drew Hassleback (2003), "Charities Need to 'Act Like Business'" *National Post*, Sept. 12, p. FP2. See also Sylvia LeRoy (2003), "Growing Accountability and Excellence in the Non-profit Sector," *Fraser Forum*, December, pp. 5-7.

7 Michael Hall, Susan D. Phillips, Claudia Meillat, and Donna Pickering (2003), *Assessing Performance: Evaluation Practices & Perspectives in Canada's Voluntary Sector* (Toronto, ON: Canadian Centre for Philanthropy).

8 Almost half of the non-profit organizations surveyed for the Voluntary Sector Evaluation Research Project in 2001 reported that funder expectations had increased over the previous three years (see Hall *et al.* (2003), *Assessing Performance*).

9 The evaluation system was developed with input from the Canadian Centre for Philanthropy, the Canadian Cancer Society (BC and Yukon Division), the Trillium Foundation, and Family Services Canada.

**Table 1: Components of Performance Measurement**

<b>Section</b>	<b>Area of Measurement</b>	<b>Components</b>
One	Financial Management	<ul style="list-style-type: none"> <li>• annual surplus—composite measure of the 4 year average and most recent year</li> <li>• revenue increase—composite measure of the 3 year average and most recent year</li> <li>• cost containment—composite measure of the 3 year average and most recent year</li> <li>• program spending versus overall spending—composite measure of the 4 year average and most recent year</li> <li>• financial reporting</li> </ul>
Two	Income Independence	<ul style="list-style-type: none"> <li>• number of sources of income adjusted for the average size of the donation</li> <li>• percentage of revenue provided by largest revenue source</li> <li>• percentage of revenue provided by government</li> <li>• size of accumulated surplus relative to expenses—composite measure of the 4 year average and most recent year</li> </ul>
Three	Strategic Management	<ul style="list-style-type: none"> <li>• use and prevalence of a mission statement</li> <li>• level of objective and goal setting</li> <li>• depth of involvement</li> </ul>
Four	Board Governance	<ul style="list-style-type: none"> <li>• independence</li> <li>• financial contributions</li> <li>• level of involvement as measured by frequency of meetings</li> <li>• level of participation as measured by attendance at meetings</li> <li>• policy guidelines to avoid conflicts of interest</li> </ul>
Five	Volunteers	<ul style="list-style-type: none"> <li>• use of volunteers relative to staff—composite measure of agency total and program total</li> <li>• recruiting activities</li> <li>• management and development of volunteers</li> <li>• donations other than time by volunteers</li> <li>• turnover</li> </ul>
Six	Staff	<ul style="list-style-type: none"> <li>• level of programming provided by employees</li> <li>• percentage of employees working in programs</li> <li>• turnover</li> <li>• management and development of staff</li> </ul>
Seven	Innovation	<ul style="list-style-type: none"> <li>• uniqueness of agency’s program</li> <li>• level of restructuring / change</li> <li>• use of alternative delivery systems / technology in the delivery of services</li> </ul>

**Table 1: Components of Performance Measurement**

Section	Area of Measurement	Components
Eight	Program Cost	• cost per hour of programming provided
		• cost per client— <i>information only</i>
		• hours per client— <i>information only</i>
Nine	Outcome Monitoring	• defining desired outcomes / goals for program
		• measured actual outcomes
		• desired versus actual outcome comparisons
		• plans to deal with divergences
Ten	Accessibility	• process of assessing need and targeting assistance
		• measurement of the level of usage by clients
		• determination of the cause of a client’s difficulties
OVERALL SCORE		Composite of ten areas of measurement

## Evaluation Process

The Awards Program is currently limited to nine categories of service provision: Alternative Education, Child Care, Crisis Intervention, Counselling, the Prevention and Treatment of Substance Abuse, Provision of Basic Necessities, Services for People with Disabilities, Services for Seniors, and Traditional Education.

The selection of categories included in the Donner Awards Program should in no way be seen as prioritizing or preferring certain services provided by the non-profit sector. It is simply a result of limited resources and the tremendous breadth of services the sector provides. One of the long-term goals of the Awards Program is to expand the number of service categories.<sup>10</sup>

### Stage One

The Donner Awards Program involves two stages of evaluation. In the first stage, agencies complete a detailed application.<sup>11</sup> Data from the application is then used to objectively assess the agency’s performance on a comparative basis in key performance areas (see table 1). The performance of agencies is measured in a relative way by ranking the results from all of the agencies in a particular service category. Agencies are, therefore, rated against each other rather than assessed on the basis of an imposed standard.

### Stage Two

In the second stage of evaluation, the top three, in some cases four, agencies in each of the nine categories complete a number of essay-style questions.

10 The Alternative Education and Crisis Intervention categories were established in 2000, increasing the total number of categories of social service recognized by the Donner Awards from seven to nine.

11 The most recent application form can be downloaded in full from [www.fraserinstitute.ca/donner](http://www.fraserinstitute.ca/donner).



Table 2: Select Summary Statistics								
Category	Number of Applicants	Total Revenues (\$)	Total Expenses (\$)	Total Assets (\$)	Staff (FTE*)	Volunteers (FTE*)	Number of Clients **	Hours of Programming Provided ***
Alternative Education	26	103,183,060	102,327,833	42,977,072	1,546	410	81,480	704,462
Child Care	39	42,233,567	41,781,225	16,235,666	1,020	306	12,665	10,887,201
Counselling	31	106,952,354	106,054,525	49,153,507	1,614	636	28,905	1,449,686
Crisis Intervention	19	26,087,997	26,069,095	18,383,003	416	461	103,013	248,376
Prevention and Treatment of Substance Abuse	18	20,492,067	20,547,792	29,119,886	136	139	3,643	4,420,083
Provision of Basic Necessities	15	45,472,241	45,025,582	46,678,513	392	345	306,880	19,228,640
Services for People with Disabilities	42	94,750,829	93,510,011	50,583,474	1,334	520	23,394	2,114,114
Services for Seniors	26	93,595,390	91,694,883	228,707,479	489	1,078	35,690	1,352,699
Traditional Education	14	9,899,041	9,628,624	8,544,614	169	74	3,792	1,384,656
<b>TOTAL</b>	<b>238</b>	<b>542,636,545</b>	<b>536,915,662</b>	<b>490,383,214</b>	<b>7,704</b>	<b>3,381</b>	<b>599,461</b>	<b>41,789,917</b>
* FTE refers to Full-Time Equivalent, calculated by assuming 37.5 hours per week, 52 weeks of the year.								
** Refers to the number of clients participating in programs applying for recognition.								
*** Refers to the number of hours of programming provided by the programs applying for recognition.								

The finalists respond to questions dealing with financial management, the use of volunteers, innovation, and outcome monitoring, plus a “non-profit challenge.”<sup>12</sup> As well as the essay questions, the finalists provide two independent letters of support.

In 2004, the distinguished panel of judges that evaluated the Stage Two finalist agencies’ submissions

included: Roch Bernier of the Fondation Lucie et André Chagnon, Brendan Calder of the Rotman School of Management, Stephen Easton of Simon Fraser University, Robert English of Junior Achievement of South Central Ontario, Margaret Fietz of Family Service Canada, Allan Gotlieb of the Donner Canadian Foundation, Doug Jamieson of Charity Village Ltd., Monica Patten of Community Foundations of Canada, John Rietveld of

12 In 2004, this non-profit challenge asked agencies to consider how they would respond to a major donor making funding conditional on a deviation from the agency’s core mission.

Scouts Canada Foundation, and Brad Zumwalt of Social Venture Partners-Calgary. The Honourable James K. Bartleman, Lieutenant Governor of Ontario, presented the awards at a special ceremony in Toronto on November 26.

## The Seventh Annual Donner Awards

In 2004, 238 applications were received from non-profit agencies for the first stage of the Donner Awards. Participating non-profits came from nine provinces and one territory. Table 2 summarizes the number of applications received in each category and key statistics about the agencies analyzed in this performance report. These agencies had a full-time staff equivalent of 8,555 and the equivalent of 3,596 full-time volunteers serving over 700,000 clients.<sup>13</sup>

The following list contains the 29 finalists that advanced to the second stage of the 2004 Donner Awards, with the award recipients shown in italics. Agency profiles, along with contact information for all finalists, are provided at the end of this report.

### Alternative Education

- Continuing On In Education, Belleville, ON
- Sarnia-Lambton Rebound, Sarnia, ON
- *Big Brothers and Big Sisters of West Island, Kirkland, QC*
- York Region Abuse Program, Newmarket, ON

### Child Care

- Boys and Girls Club of Niagara, Niagara Falls, ON
- *Kids Come First Child Care Centre of Vaughan, Thornhill, ON*
- The Children's Garden Nursery School, Pembroke, ON

### Counselling

- Hospice of Waterloo Region, Kitchener, ON
- *Sudbury Action Centre for Youth, Sudbury, ON*
- York Region Abuse Program, Newmarket, ON

### Crisis Intervention

- Distress Centre of Ottawa and Region, Ottawa, ON
- London Crisis Pregnancy Centre, London, ON
- *Sarnia-Lambton Rebound, Sarnia, ON*

### Prevention and Treatment of Substance Abuse

- Fraser Recovery Program, Quebec, QC
- Inner Visions Recovery Society, Vancouver, BC
- *Simon House Residence Society, Calgary, AB*
- Sudbury Action Centre for Youth, Sudbury, ON

### Provision of Basic Necessities (joint award recipients)

- *Alice Housing, Dartmouth, NS*
- *Calgary Inter-Faith Food Bank Society, Calgary, AB*
- Inner City Home of Sudbury, Sudbury, ON

### Services for People with Disabilities

- Community Living Campbellford/Brighton, Campbellford, ON
- *Multiple Sclerosis Society of Canada—Calgary Chapter, Calgary, AB*
- Vernon Disability Resource Centre, Vernon, BC

### Services for Seniors

- Alzheimer Society of Thunder Bay, Thunder Bay, ON
- *Hospice Saint John and Sussex, Saint John, NB*

13 There is much diversity in the definition of "clients" among the various categories of agencies. For example, agencies providing services such as child care and education have fewer clients receiving a significantly higher numbers of hours of service than agencies providing basic necessities.

- Yee Hong Centre for Geriatric Care, Scarborough, ON

### *Traditional Education*

- Cornwall Alternative School, Regina, SK
- Sunrise Christian Academy, Picton, ON
- Trenton Christian School Society, Trenton, ON

Each of the finalists received a certificate noting their achievement in reaching the second stage. The award recipient in each of the categories received a \$5,000 award in addition to being recognized as the recipient of the *Donner Canadian Foundation Award for Excellence* in the delivery of their particular service. This year, two organizations tied for having the highest performance scores of all the category award recipients. Sarnia-Lambton Rebound and Simon House Residence Society shared the overall *Donner Canadian Foundation Award for Excellence in the Delivery of Social Services* and were presented with awards of \$10,000 each.

Sarnia-Lambton Rebound was also presented with the Donner Awards Program's newest award: the *Peter F. Drucker Award for Non-Profit Management*. This \$5,000 award, established in 2004, is presented to a non-profit organization whose consistent record of excellence and innovation in management and service delivery reflects the philosophy of Peter F. Drucker.

### **How to Use the Performance Report**

The results presented in this report are based on the analysis of data from all 238 applications submitted by Canadian non-profits for the 2004 Donner Awards. Each of the ten performance criteria, as well as the overall composite score, has a separate section in this report. The separation of each criterion allows agencies to focus on particular areas of performance or, alternatively, to use the composite score to assess overall performance. Appendix C discusses how the scores were calculated

and provides additional methodological information.

Each section contains ten graphs. Nine of them depict the distribution of scores for agencies in each of the nine specified categories. In addition to the nine category graphs, a composite, or aggregate distribution of scores is also presented. The relevant information for an individual agency is contained in the category-specific graphs. There are significant differences between the types of agencies providing one type of service, such as child care, and agencies providing other services covered by the Awards Program, such as services for people with disabilities or the provision of basic necessities. Thus, the "All Agencies" graph is interesting, but not particularly pertinent in assessing a program's performance.

### **An Illustrated Example**

The following example illustrates how an individual agency can use the Confidential Performance Report in conjunction with this report to assess their own performance. The agency used in the example is fictitious and does not represent any particular agency or composite of agencies.

A sample of the Confidential Performance Report that each participating agency receives is reproduced on pages 12-13.

### **Confidential Performance Report**

The Confidential Report, independent of the *2004 Non-Profit Performance Report*, contains an agency's particular performance in all ten areas of evaluation. The executive director or board of an agency can use the report to isolate areas of high performance, as well as areas in need of improvement, using the measures as benchmarking tools in their strategic planning processes. With the express permission of participating agencies, charitable foundations and other donors may also use these reports as evidence that their charitable dollars are being well spent.

## CONFIDENTIAL PERFORMANCE REPORT

**2004 Performance Report**  
**Agency Name: ABC Food Bank**  
**Category: Provision of Basic Necessities**  
**Password: Basic Necessities**  
**Code: 39**  
**Identifier: 1986**

**Note: See “Calculating the Scores” in Appendix C to understand score meanings**

Criteria / Components	Agency Score	Category Average	Category Median	Category High	Category Low
<b>I. Financial Management</b>	6.3	6.6	6.6	7.3	5.3
• Annual surplus	3.9	7.1	7.4	9.8	3.9
• Revenue increase	10.0	2.4	2.0	10.0	0.4
• Cost containment	9.7	9.0	9.6	9.8	0.0
• Program spending	3.0	5.0	5.2	9.5	0.0
• Financial reporting	5.0	9.4	10.0	10.0	5.0
<b>II. Income Independence</b>	7.5	6.2	6.7	7.9	2.0
• Number of sources of income	9.9	9.2	9.9	10.0	0.0
• Concentration of revenue	5.2	4.5	5.2	10.0	0.0
• Percent of revenue provided by government	5.0	3.9	3.7	10.0	0.0
• Size of accumulated surplus to expenses	10.0	7.4	8.4	10.0	0.0
<b>III. Strategic Management</b>	10.0	9.1	9.3	10.0	6.7
• Use of mission statement & goal setting	10.0	9.3	10.0	10.0	8.0
• Staff involvement	10.0	8.9	10.0	10.0	4.2
<b>IV. Board Governance</b>	10.0	7.6	7.5	10.0	3.3
• Independence from staff	10.0	9.9	10.0	10.0	9.0
• Financial contributions	10.0	4.1	2.8	10.0	0.0
• Level of involvement	10.0	7.2	7.5	10.0	0.0
• Level of participation	10.0	8.9	9.1	10.0	0.0
• Conflict policy	10.0	7.7	7.9	10.0	0.0
<b>V. Volunteers</b>	6.1	5.0	5.0	7.3	2.0
• Volunteers to staff; usage	8.0	1.4	0.7	10.0	0.0
• Recruiting	10.0	8.0	6.0	10.0	0.0
• Management and development	6.7	6.9	6.7	10.0	0.0
• Donations	8.0	5.5	3.5	8.0	0.0
• Turnover	4.2	8.0	9.2	10.0	0.0

<b>CONFIDENTIAL PERFORMANCE REPORT (continued)</b>					
<b>Criteria / Components</b>	<b>Agency Score</b>	<b>Category Average</b>	<b>Category Median</b>	<b>Category High</b>	<b>Category Low</b>
<b>VI. Staff</b>	<b>2.8</b>	<b>5.5</b>	<b>5.9</b>	<b>7.6</b>	<b>2.5</b>
• Level of programming provided	1.1	1.2	0.1	10.0	0.0
• Percentage of staff in programs	3.2	6.6	8.6	10.0	0.0
• Turnover	3.5	7.3	7.9	10.0	0.0
• Management and development	3.3	7.0	6.9	10.0	0.0
<b>VII. Innovation</b>	<b>2.9</b>	<b>5.5</b>	<b>5.6</b>	<b>7.6</b>	<b>2.6</b>
• Uniqueness of program	4.0	7.1	6.7	10.0	3.3
• Restructuring / change	2.5	4.2	3.5	8.3	0.5
• Use of technology	2.2	5.1	5.0	10.0	1.0
<b>VIII. Program Cost</b>	<b>1.1</b>	<b>6.1</b>	<b>6.9</b>	<b>10.0</b>	<b>0.0</b>
• Dollar cost per hour of programming*	\$40.56	\$18.10	\$14.30	\$45.78	\$0.07
• Dollar cost per client**	\$4.92	\$2,718.45	\$1,537.52	\$20,838.10	\$4.92
• Hours per client**	0.1	1,012.0	104.0	8,760.0	0.1
<b>IX. Outcome Monitoring</b>	<b>6.2</b>	<b>8.3</b>	<b>9.0</b>	<b>10.0</b>	<b>1.0</b>
<b>X. Accessibility</b>	<b>2.8</b>	<b>6.4</b>	<b>7.5</b>	<b>10.0</b>	<b>2.8</b>
<b>COMPOSITE SCORE</b>	<b>5.6</b>	<b>6.6</b>	<b>6.9</b>	<b>8.1</b>	<b>4.1</b>
* Presented for information purposes only.					
** Not used in the calculation of the criteria score; presented for information purposes only.					

In our hypothetical example, the ABC Food Bank scored high in Strategic Management, Board Governance, and Volunteers. For instance, the ABC Food Bank scored the highest of all participating agencies in the section pertaining to Board Governance, garnering a perfect score of 10. In the Volunteers category, the agency also did extremely well, as evidenced by its score of 6.1 compared to the highest overall score of 7.3, and scores of 5.0 for both the average and median.

The Confidential Report also indicates areas of poor performance. Again, using our hypothetical example, the ABC Food Bank scored relatively low in four areas: Accessibility, Program Cost, Innovation, and Staff. The agency received scores well be-

low both the average and the median in all four of these performance areas.

Once they have used the Confidential Report to identify areas of poor performance, executive directors or boards can use this *Non-profit Performance Report* to identify ways to improve. Appendix B presents suggested resources to guide such improvement.

The Confidential Performance Report also indicates where an agency performed moderately well. In the hypothetical example, the ABC Food Bank performed reasonably well in five assessment areas. In all five, the agency's scores were close to, or above the average and median scores, indicating moderate to good performance.

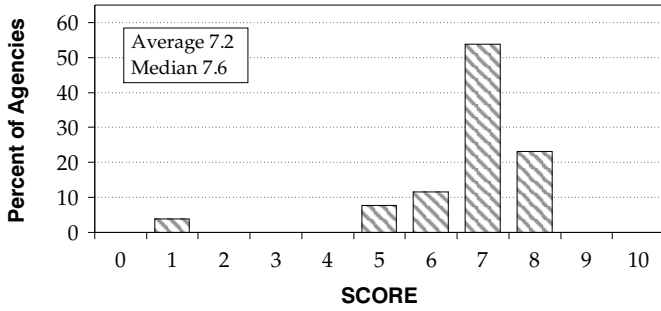
The final score presented in the Confidential Performance Report is the composite score, which takes one-tenth of each of the component scores

and aggregates them for an overall performance score. With a score below both the average and median scores for its service category, the agency in our example performed relatively poorly.

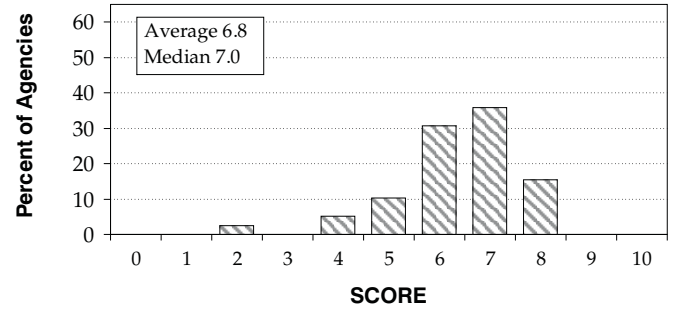
**PERFORMANCE CRITERIA**

# Financial Management

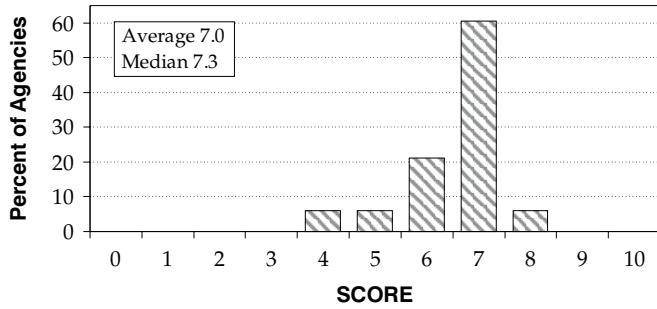
## Alternative Education



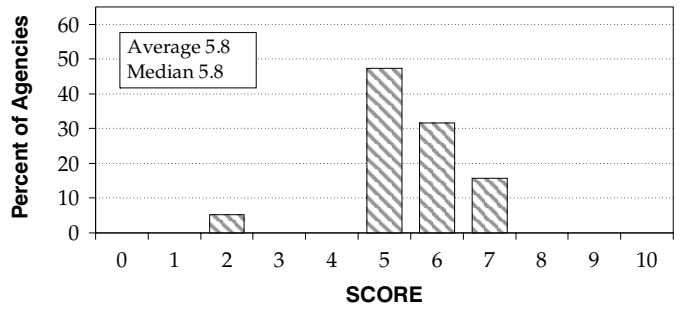
## Child Care



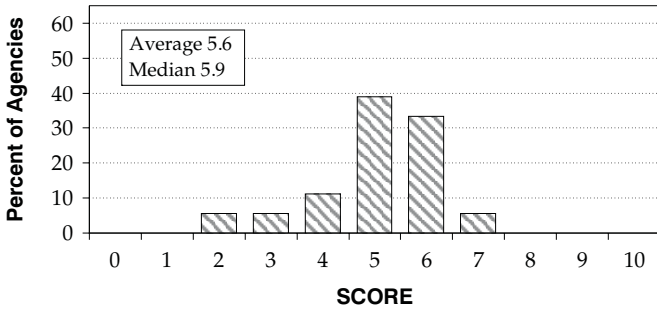
## Counselling



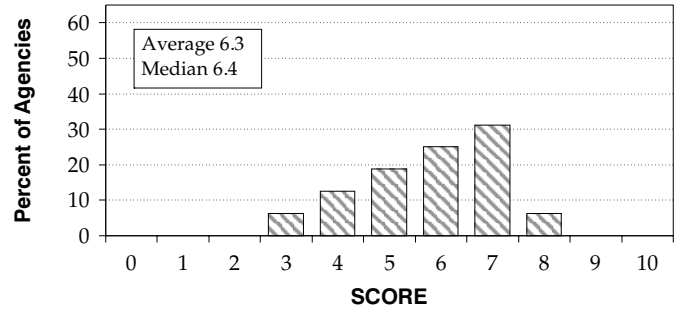
## Crisis Intervention



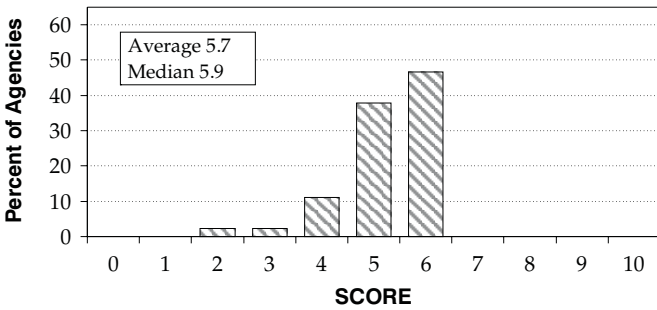
## Prevention & Treatment of Substance Abuse



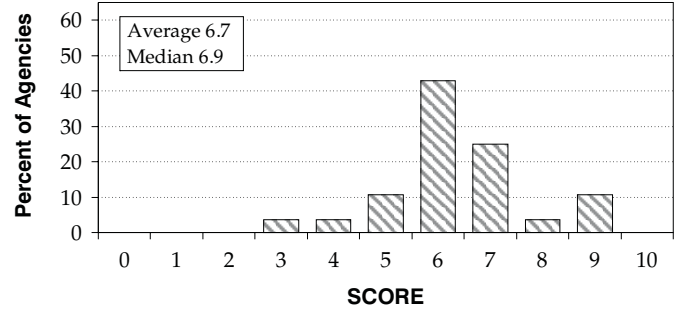
## Provision of Basic Necessities



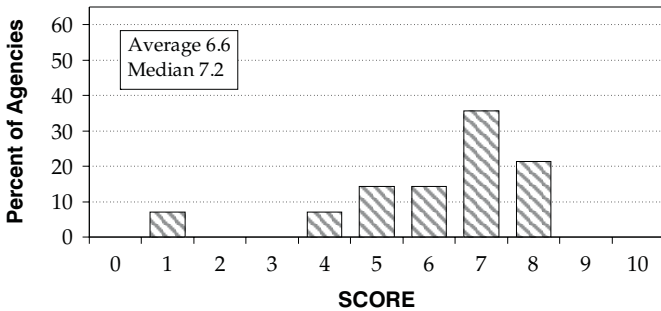
## Services for People with Disabilities



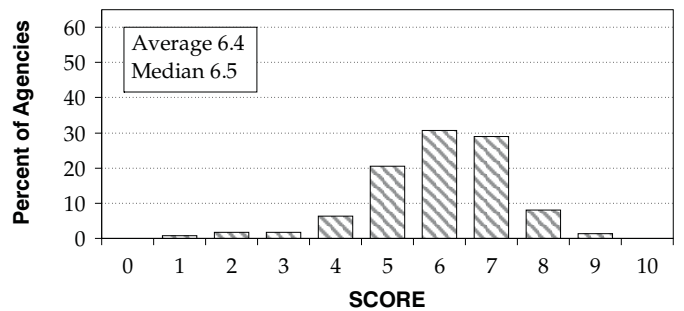
## Services for Seniors



## Traditional Education



## ALL AGENCIES





## Financial Management

Financial Management is the first of two areas dealing with financial performance in this report. It is the most comprehensive measure of all the performance criteria, with five separate variables: year-over-year financial management, growth in revenues, cost containment, ratio of program spending to total spending, and financial reporting.

All five variables evaluate, in different ways, an agency's competence and ability to manage its financial affairs. The first variable, year-over-year management, assesses the agency's ability to generate an optimal surplus each year. The surplus accumulated from annual surpluses provides an agency with insurance against any unexpected income change in a particular period. It enables the agency to avoid borrowing to finance any unexpected deficit while at the same time providing the agency with some level of financial flexibility.

The second and third variables evaluate the agency's ability to increase revenues while at the same time containing costs. This skill is particularly important for the non-profit sector since, for a majority of the agencies, there is little or no relationship between revenues and expenses. That is, there is no direct relationship between an increase in demand for services and the revenues of a non-profit organization. Thus, cost containment and the expansion of revenues are critically important to the success of non-profit organizations.

The fourth variable, program expenditures as a percent of total expenditures, is perhaps the most

important as it assesses how much of the financial resources of the agency were directly used to deliver programs. Generally non-profit sector watchdogs suggest that at minimum 60 to 75 percent of expenses should be devoted to program spending.<sup>14</sup>

In order to measure both recent and historical performance by an agency in each of the above four variables, the evaluation system calculates a score based on the average of the agency's most recent year's performance, and the three or four year average performance (depending on the availability of data).

The final financial variable, financial reporting, deals with whether or not the agency has an independent entity, such as an accountant or consultant, validate the agency's financial records, and whether an annual report is sent to donors and members of the agency. It is strongly recommended that organizations have their financial statements audited, or prepared under review engagement.

### *Analysis of Results*

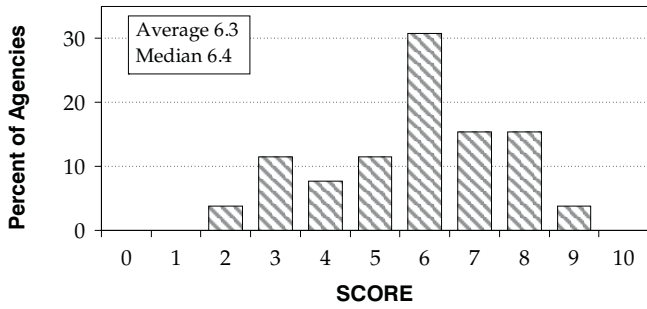
The average and median scores for financial management ranged from 5.6 to 7.6. A few agencies delivering services for seniors achieved a score of 9 or above, indicating very high performance. No agency scored a perfect 10. There were agencies in each service category that received a score of less than 5, which indicates the need for improvement. Only two agencies scored below 2, indicating poor performance.

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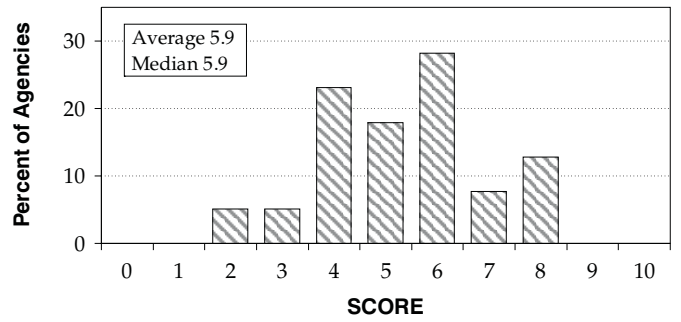
14 The American Institute for Philanthropy's *Charity Rating Guide* recommends that 60 percent or more of your donations should go to program expenses (for details see <http://www.charitywatch.org>). The BBB Wise Giving Alliance's *Standards for Charity Accountability* suggest that at least 65 percent of expenses should be devoted to program spending, with no more than 35 percent spent on fundraising (BBB Wise Giving Alliance, 2003, pp. 14-16). Charity Navigator, founded in 2001 to rate the financial health of US charities, uses a system that rewards 75 percent program spending as optimal and below 50 percent as unacceptable (see <http://www.charitynavigator.org>).

# Income Independence

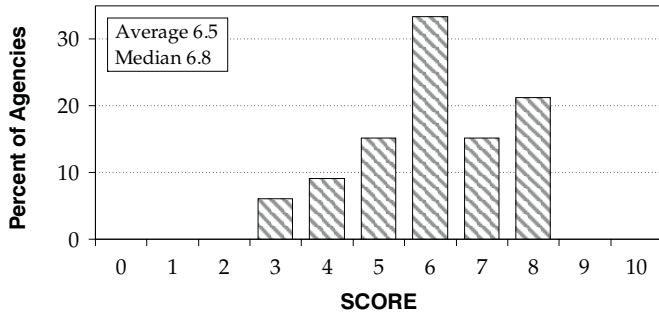
## Alternative Education



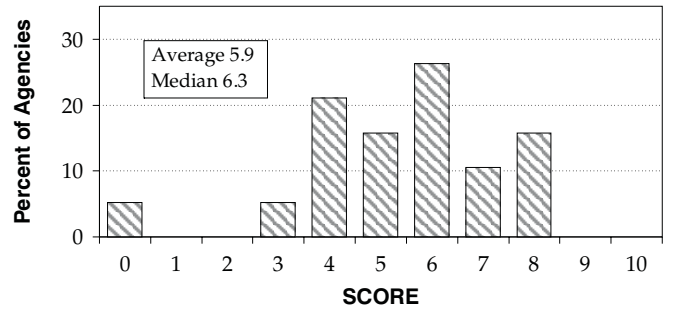
## Child Care



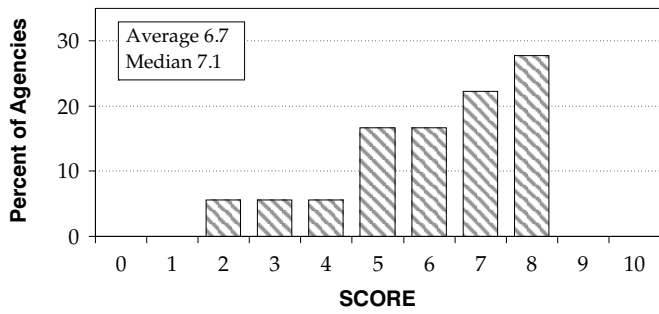
## Counselling



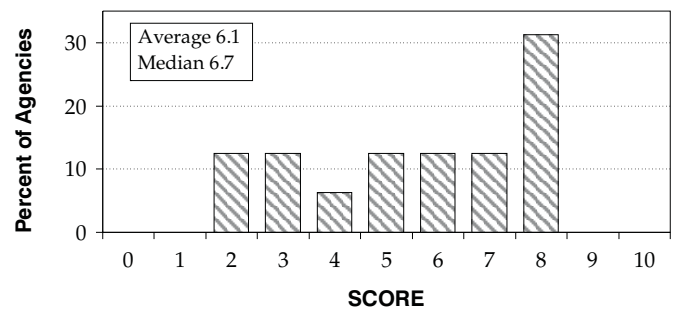
## Crisis Intervention



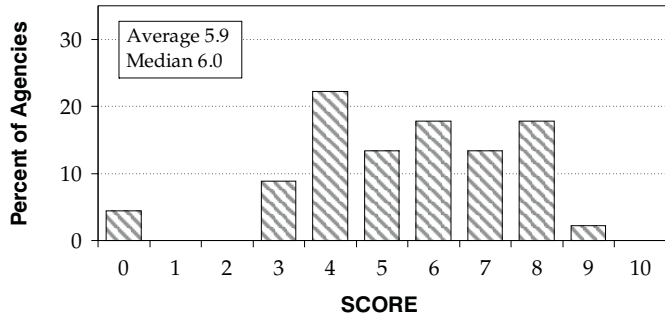
## Prevention & Treatment of Substance Abuse



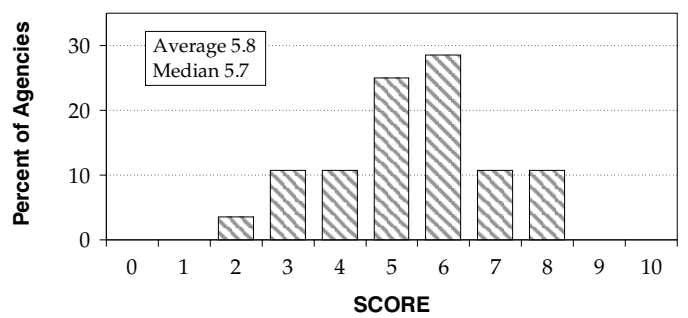
## Provision of Basic Necessities



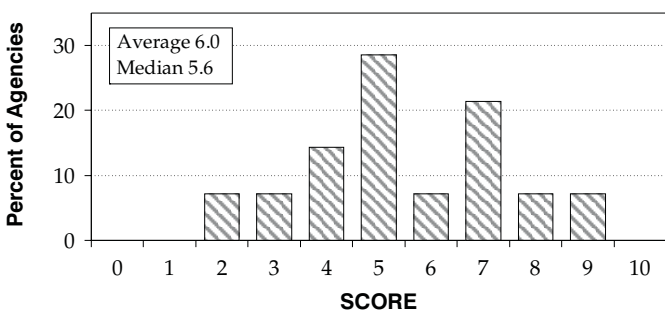
## Services for People with Disabilities



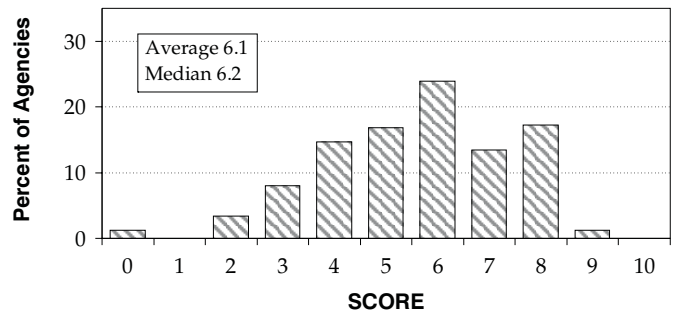
## Services for Seniors



## Traditional Education



## ALL AGENCIES



## Income Independence

Income Independence is the second of two measurements dealing with the issue of finances. Income Independence assesses the level of diversification in an organization's revenues. Diversification insulates agencies against unexpected changes in income sources, and increases the stability of the organization's revenues.

For instance, assume two agencies both have revenues of \$1.0 million. The first agency has a well-diversified pool of income so that the largest contributor accounts for less than 5 percent of total revenue. The second agency's revenues are much less diversified; the largest income source accounts for 25 percent of revenues. If the largest source of income for both agencies decides that it no longer wants to fund non-profit agencies, the first agency's revenues will be affected much less than the second agency's, which will decline by one-quarter.

Income Independence also indirectly indicates how independent an organization is from its funding sources. For instance, the first agency in the example would be more able to resist influence from its major funding sources than the second agency, due to the larger dependence of the second agency on one particular donor.

Four measures were used to assess performance: the number of revenue sources adjusted for the size of the agency, the percentage of total revenue accounted for by the agency's largest donor, the extent of government versus private funding, and the size of the accumulated surplus.

The number of revenue sources is important. This measure does not weight contributors according to the amount donated. Agencies with a large pool of small donors would perform substantially better than agencies with a small pool of large donors.

The second variable accounts for concentration within the pool of revenues. It measures, to a

greater degree, an agency's real diversification level. For instance, an agency might have a large pool of small donors but still be overly reliant on one particular donor if that donor accounts for a large percentage of the agency's revenues.

The third variable illustrates the level of voluntary contributions received by the organization. Over the last two decades, government funding has been one of the least stable sources of funding for non-profits. Over-reliance on government funding may, therefore, affect the long-term stability of an agency's funding. In addition, a large body of research suggests that government funding may actually "crowd out" private giving, with private donations decreasing as government involvement increases.<sup>15</sup>

The final variable, the size of the accumulated surplus compared to expenses, measures an agency's ability to weather difficult financial periods. The optimal size of the accumulated surplus is equal to one year's annual expenses, permitting agencies to provide a year of service without any revenues. Surpluses below this amount, or indeed deficits, place increased pressure on the agency and create instability in the planning process. Alternatively, larger surpluses may introduce an element of insulation wherein the agency does not have to respond to financial signals quickly.

### *Analysis of Results*

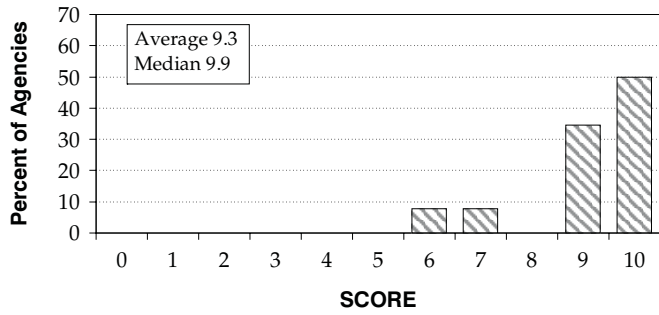
The average and median scores for this second financial performance variable range from 5.6 to 7.1. A few agencies received scores of 9 or above, indicating very high performance, although no agency received a perfect score of 10. Every category had agencies scoring at least 8. All service categories contain agencies scoring below 5, which highlights the opportunity for improvement in this area of financial performance. Two categories, Crisis Intervention and Services for People with Disabilities, had agencies scoring below 2, indicating poor performance.

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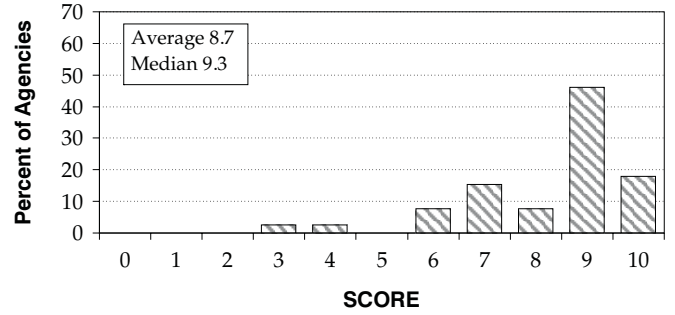
15 For a review of the empirical literature, see Arthur C. Brooks (2000), "Is there a Dark Side to Government Support for Nonprofits?" *Public Administration Review*, vol. 60, no. 3 (May/June), pp. 211-18.

# Strategic Management

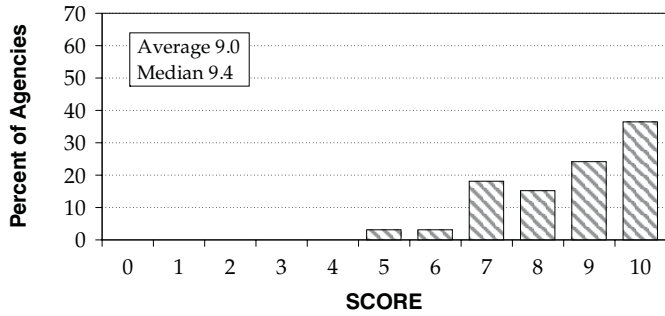
## Alternative Education



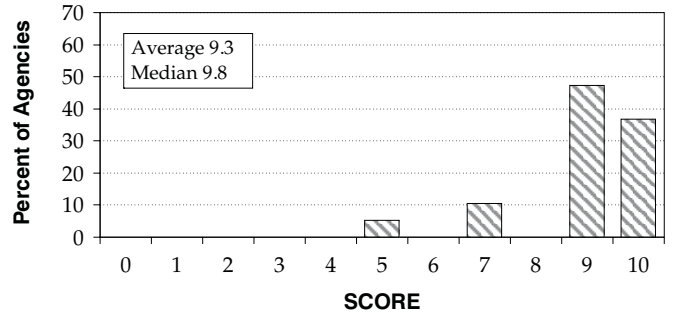
## Child Care



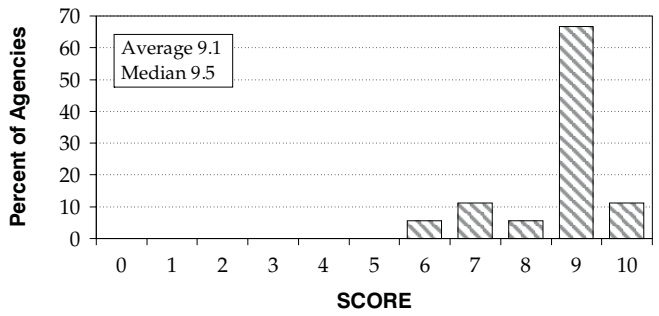
## Counselling



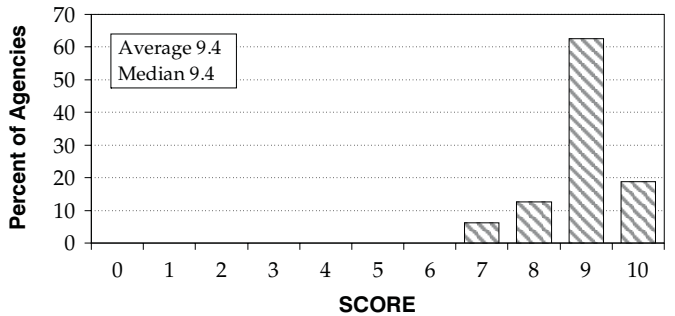
## Crisis Intervention



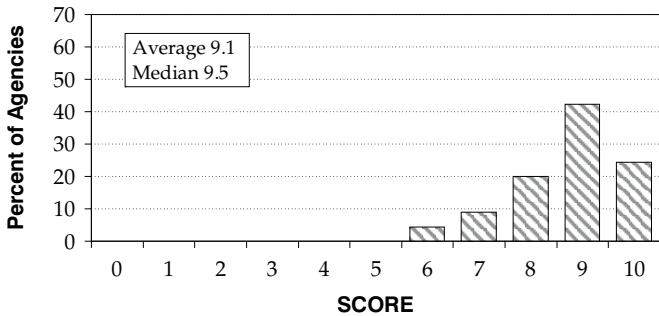
## Prevention & Treatment of Substance Abuse



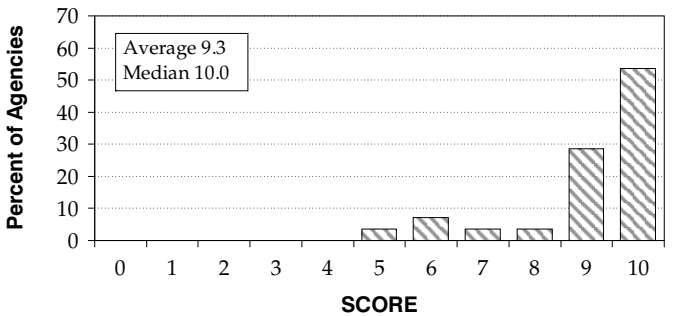
## Provision of Basic Necessities



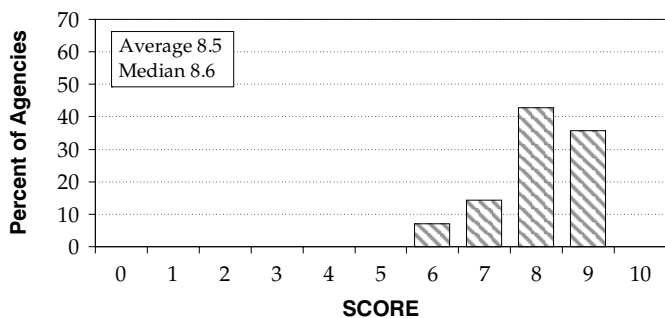
## Services for People with Disabilities



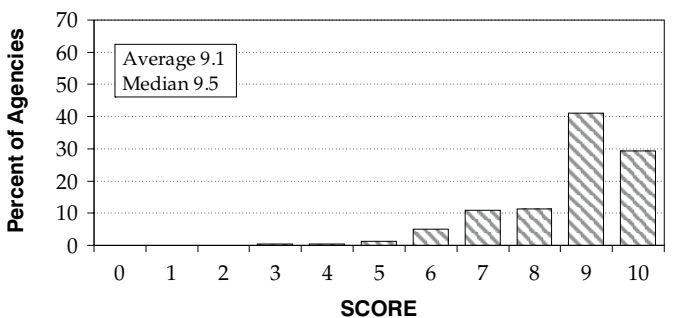
## Services for Seniors



## Traditional Education



## ALL AGENCIES



## Strategic Management

Strategic Management is a multi-stage, multi-faceted process of goal setting and resource allocation. It is a process through which resources, both tangible (personnel, monies, physical assets, etc.) and intangible (motivation, effort, etc.) are directed towards a common goal or objective.

The first stage in this process is to articulate a mission, or vision statement. It essentially defines why an organization exists, and the ultimate objective that it wants to achieve. For instance, an adult literacy program may have as its mission to completely eliminate adult illiteracy in its city. It is a far-reaching mission but one that clearly articulates the specific objective toward which it constantly aspires. It is crucial for an organization to have a clear definition and an understanding of the problem or need that is being addressed, as well as the client group for whom services are being provided.

The second step, derived from the mission statement, is to form organizational goals. Organizations need to establish a link between the intent of the mission statement and their agency's specific goals. This step in the strategic management process essentially quantifies the mission statement. For instance, in our example, the literacy program's ultimate mission is to eliminate adult illiteracy in its city, but its immediate goal for this year may be to successfully introduce a new program, or increase the literacy rate by ten percent.

The next step is to form program-specific objectives. A particular program's objectives must be conducive to, and support, the goals of the organization and its mission statement. Using our example, program-specific objectives might take the form of increasing the number of participants in a

specific program, or decreasing the dropout rate in another program.

Finally, the staff and volunteers must agree on specific goals to support the program goals, the organizational objectives, and the mission statement.

All the goals and objectives must cohesively exist within a broad framework of the mission and vision of the organization. Specifically, the goals for staff and volunteers must reinforce the objectives of the program, which in turn must be part of the agency's overall objectives, which themselves must support the organization's mission. The multiple goal-setting framework of the strategic management process enables the efforts of staff and volunteers as well as the resources of an organization to be directed toward a common objective.

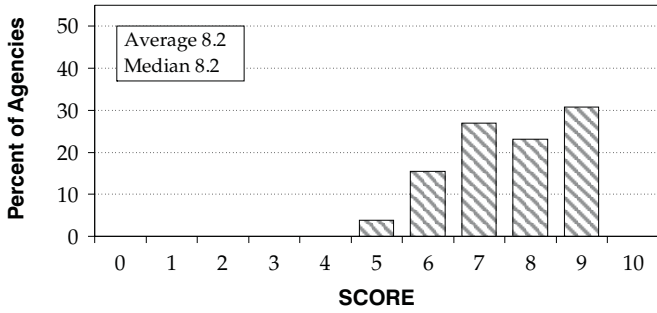
The questions in the survey assessing strategic management focus on the extent of involvement and active participation by staff and volunteers in the strategic management process.

### *Analysis of Results*

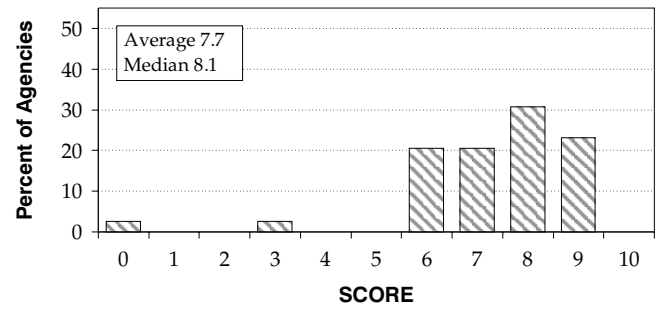
As in 2003, Strategic Management emerged as an area of very high performance. Average and median scores ranged between 8.5 and 10. Every category except Traditional Education featured at least one agency that scored a perfect 10; at least half of the organizations in the Alternative Education and Services for Seniors categories had scores of 10, indicating performance excellence. A couple of agencies in the Child Care category scored less than 5, indicating room for improvement, but no agency scored below 3. The Strategic Management results are encouraging and indicate that a majority of agencies are committed to goal setting, resource allocation, and staff and volunteer participation in the strategic management process.

# Board Governance

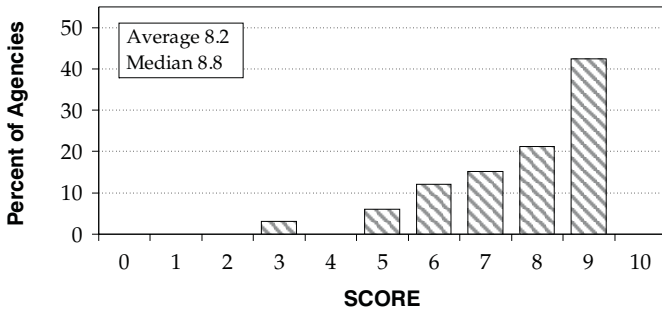
## Alternative Education



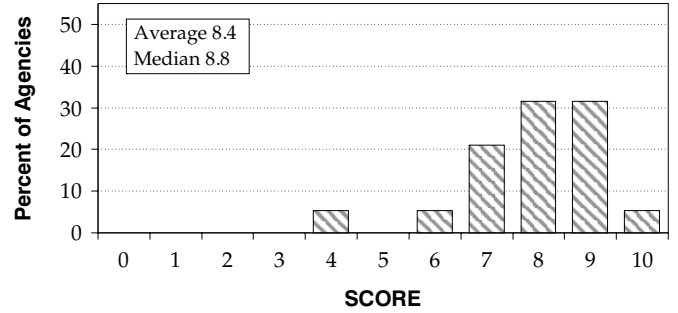
## Child Care



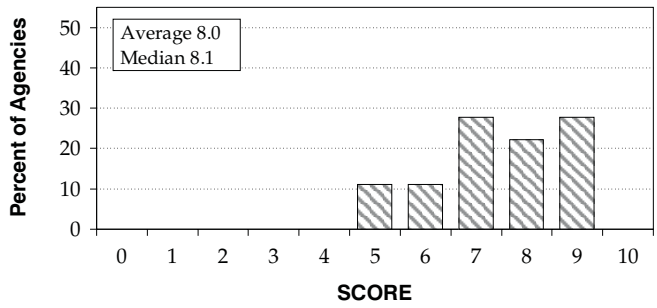
## Counselling



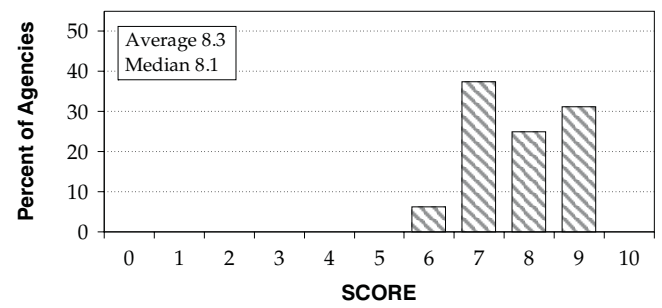
## Crisis Intervention



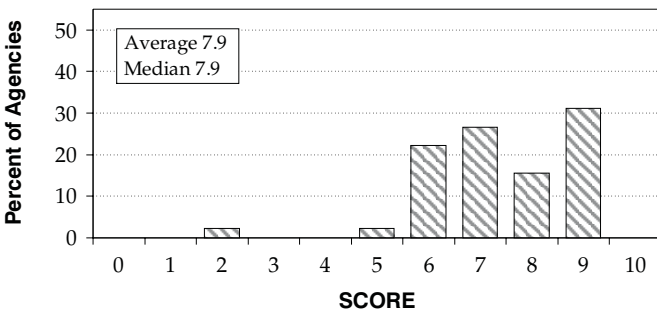
## Prevention & Treatment of Substance Abuse



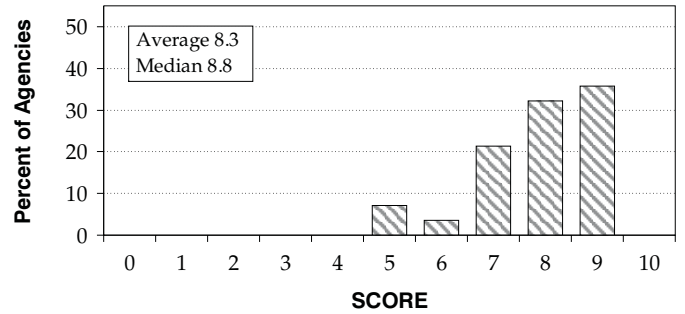
## Provision of Basic Necessities



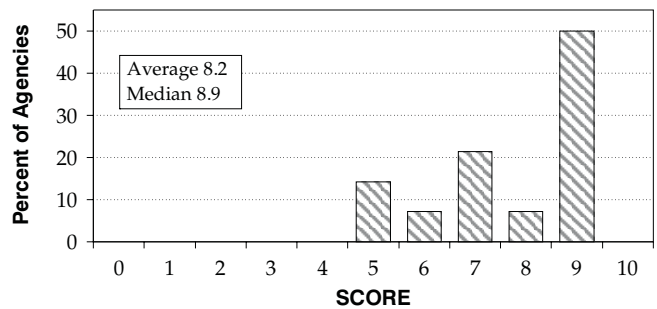
## Services for People with Disabilities



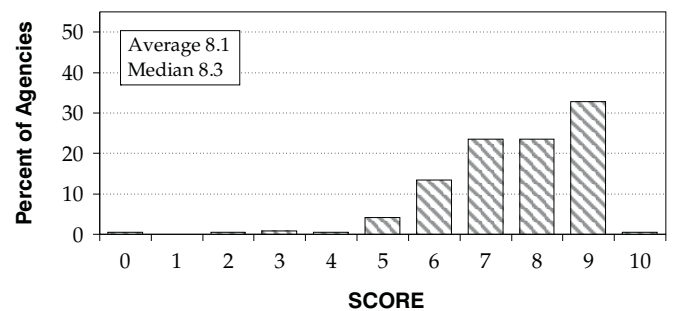
## Services for Seniors



## Traditional Education



## ALL AGENCIES



## Board Governance

The Board of Directors is the critical link between the donors and members of a non-profit organization and its staff and managers. One of the key responsibilities of the Board of Directors is to ensure that the management, and ultimately the executive director of an organization, is operating the agency prudently and responsibly and in a manner consistent with the agency's stated goals and objectives. Another important role for the Board of Directors is to have contact with the community. The executive director, despite being the most visible spokesperson for the agency, has a limited capacity to establish connections with the community. The Board of Directors, simply by virtue of sheer numbers, has a much greater capacity to establish such ties.

This report assesses five areas of Board Governance: independence, contributions, involvement, participation, and conflict policy. These areas of assessment represent a foundation upon which to assess the independence, accountability, and effectiveness of board governance.

The first area (the number of paid staff on the board) and the final area (conflict of interest policy guidelines) were adapted from standards developed for charities by the National Charities Information Bureau (NCIB) and the Council for Better Business Bureau Foundation's Philanthropic Advisory Service in the United States. In 2001, these two organizations merged to form the BBB Wise Giving Alliance. While including all of them would be prohibitive, their *Standards for Charity Accountability* dealing with the independence of the board have been adopted for the evaluations appearing in this report.<sup>16</sup> The Wise Giving Alliance standards suggest that a maximum of one paid staff member (or 10 percent, whichever is greater), normally the executive director, be a voting member of the board. This paid staff member should not hold the duties of the chair or the treasurer in order to

ensure a certain minimum level of accountability and independence. The NCIB's conflict policy suggests the board review all business or policy decisions without the presence of those staff or board members who may benefit, directly or indirectly, from the decision in question.<sup>17</sup>

The second question, the percentage of board members who are financial contributors, deals with the concept of board members as supporters of the agency. The Board of Directors should be one of the greatest sources of revenue development for an agency, both directly through donations, and indirectly through the development of new funding sources, the introduction of new supporters, and increasing the community profile of the agency.

The third and fourth questions attempt to discover the Board of Directors' activity level. There is a fine line between an active and interested Board of Directors and one that is overly intrusive in the affairs of the organization. For this report the regularity and attendance of meetings has been adopted as an acceptable proxy of a board that is interested and fulfilling its custodial duties as trustees, yet not overtly intrusive in the day-to-day management of the agency.

### *Analysis of Results*

The majority of agencies performed well in the Board Governance section with the average and median scores for all agencies ranging between 7.7 and 8.9. One third of agencies received scores of 9 or above, and one agency received a perfect score of 10. A very small number of agencies in the Child Care, Counselling, Crisis Intervention, and Services for People with Disabilities categories received scores below 5, which indicates that there is room for improvement for these agencies. Only two agencies received scores of two or below, indicating the need for significant improvement.

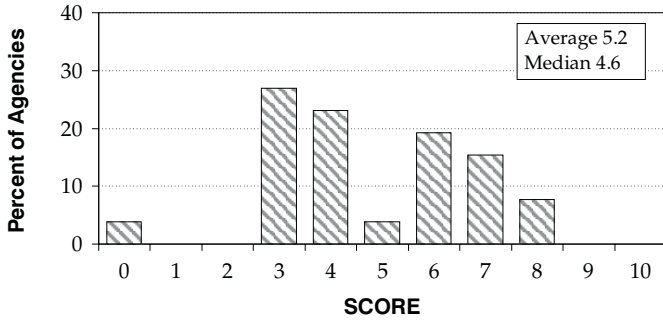
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16 These standards, effective March 2003, can be downloaded in full at <http://www.give.org/standards/spring03standards.PDF>.

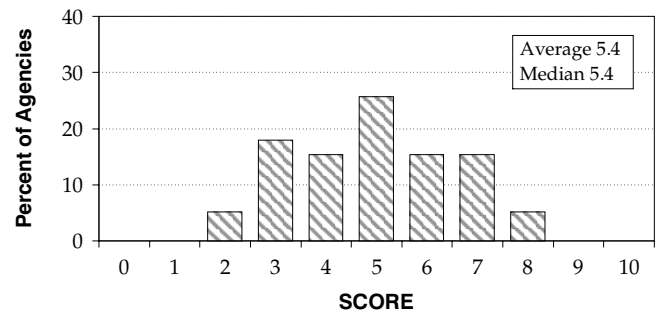
17 NCIB standards can be reviewed in full at [www.give.org/standards/ncibstds.asp](http://www.give.org/standards/ncibstds.asp).

# Volunteers

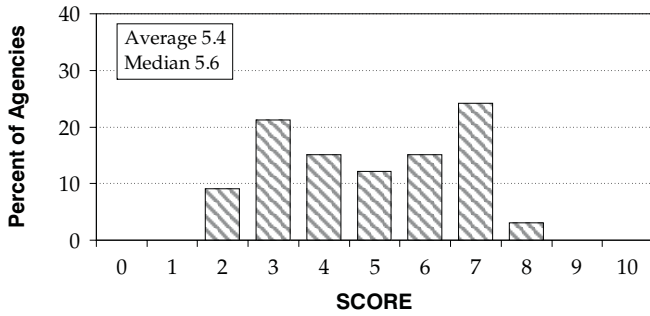
## Alternative Education



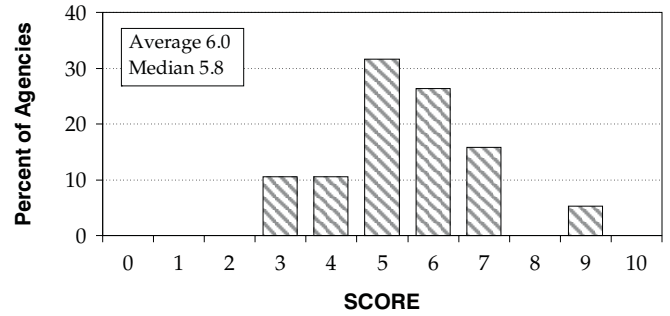
## Child Care



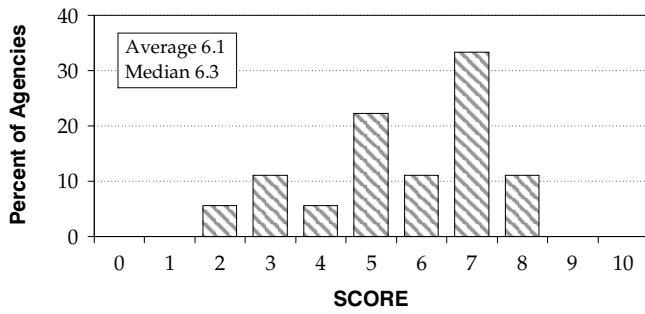
## Counselling



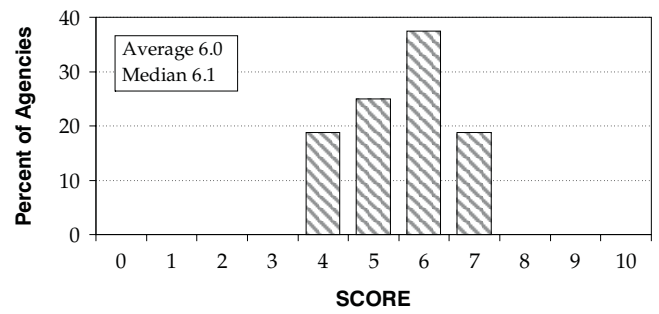
## Crisis Intervention



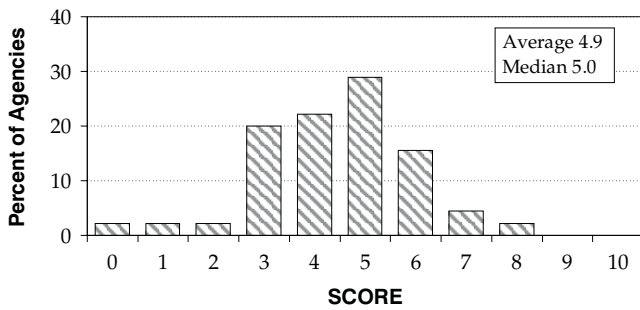
## Prevention & Treatment of Substance Abuse



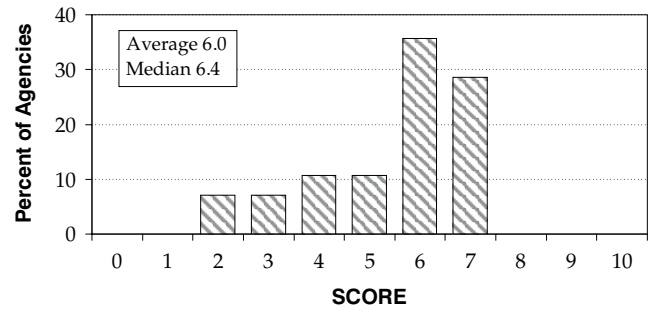
## Provision of Basic Necessities



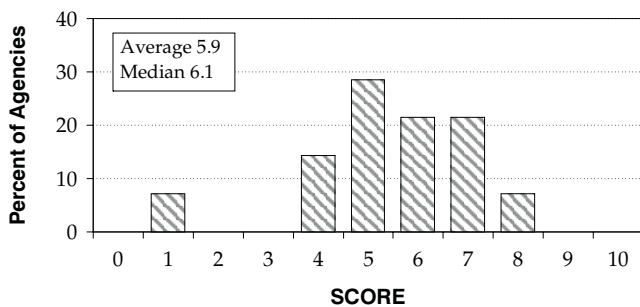
## Services for People with Disabilities



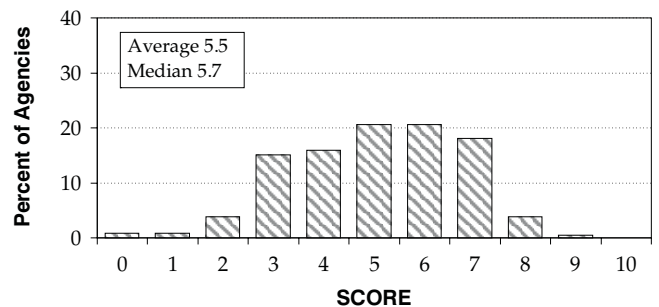
## Services for Seniors



## Traditional Education



## ALL AGENCIES





## Volunteers

The use of volunteers is the first of two criteria dealing with the effectiveness and use of personnel, both paid and volunteer. Volunteerism is one of the critical areas for the long-term success of non-profit organizations, and is one of the defining characteristics of the non-profit sector. Volunteers provide unpaid staffing, and in some agencies provide the frontline contact and services to clients; in addition, studies confirm that there is a greater tendency for people who donate time to organizations to make donations of money and goods.<sup>18</sup> Therefore, volunteers are an important source of resources, including unpaid services and donations of both money and in-kind gifts. Along with staff, the volunteers of non-profit organizations form the foundation of the organization and ultimately determine its long-term success.

Five measures were used to assess the use of volunteers: ratio of volunteer hours to staff hours, recruiting activities, management and development of volunteer resources, donations (other than time), and turnover.

The first variable indicates the extent of an organization's use of volunteers relative to staff. It does not differentiate among volunteers on the basis of function. In other words, volunteers involved in program delivery are counted equally with those who perform administrative tasks, or serve on the board, or on a committee. Those agencies that operate solely with volunteers receive their category's high score equivalent because agencies operating with no paid staff epitomize voluntary action.

The second variable in this section measures the extent to which the agency attempts to recruit individuals, particularly past clients, for volunteer activities. Past clients who come to the agency as volunteers are already familiar with the agency and its mission, as well as first-hand experience

with the problem or the need the agency is dedicated to addressing.

The third variable deals with the management and development of volunteers. It includes questions such as whether volunteers are screened, assessed for job allocation, trained, and evaluated for performance. This section determines whether an agency attempts to place individuals in positions that use their particular skills, and develops the skills of their volunteers through a training program.

The fourth variable assesses whether agencies maximize the charitable contributions of their volunteers by assessing what percentage of an agency's volunteers donate gifts in addition to their time.

The final variable, volunteer turnover, assesses what percentage of an agency's volunteers remain active. Constantly recruiting and training new volunteers can be costly and time consuming for an agency. A high rate of volunteer retention ensures that agency resources can be concentrated on service or expansion, rather than simply replacement.

### *Analysis of Results*

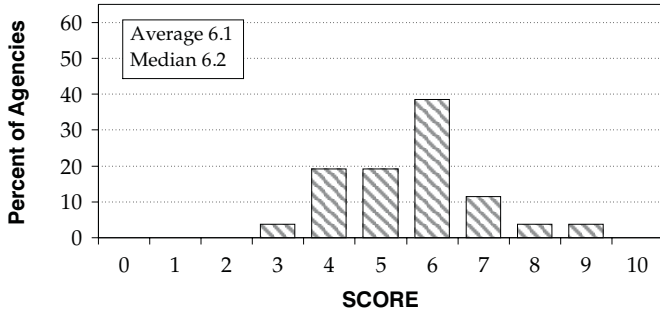
The average and median scores for all service categories for Volunteers, the first variable assessing personnel effectiveness and use, are low, ranging from 4.6 to 6.4. All service categories displayed relatively low scores. While a number of agencies did receive scores of 8 or above, only one agency received a score over 9. Not one agency scored a 10. More than a third of all agencies scored below 5, which indicates that there is room for improvement. Three categories, Alternative Education, Services for People with Disabilities, and Traditional Education included agencies with scores below 2, indicating poor performance. Since the use of volunteers is one of the defining aspects of the voluntary sector, agencies should strive for improvement in this vital area.

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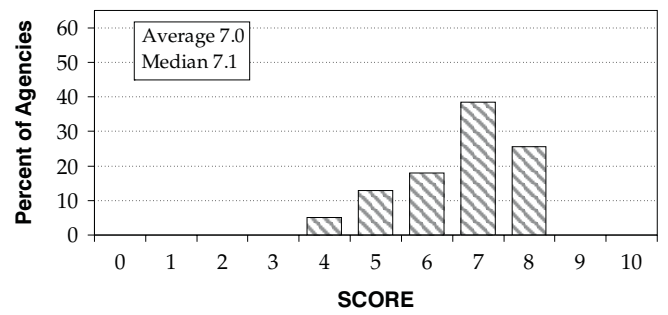
18 See Statistics Canada (2001), *Caring Canadians, Involved Canadians: Highlights From the 2000 National Survey on Giving, Volunteering and Participating*, cat. no. 71-542-XIE (Ottawa, ON: Minister of Industry); The National Commission on Philanthropy and Civic Renewal (1997), *Giving Better, Giving Smarter* (available on the Internet at [http://pcr.hudson.org/index.cfm?fuseaction=book\\_giving](http://pcr.hudson.org/index.cfm?fuseaction=book_giving)); and A. Picard (1997), *A Call to Alms: The New Face of Charities in Canada* (Toronto: The Atkinson Charitable Foundation).

# Staff

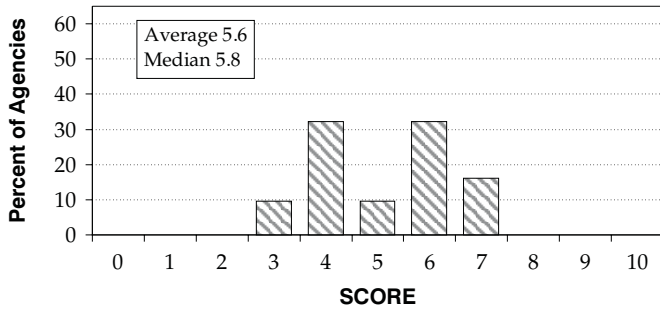
## Alternative Education



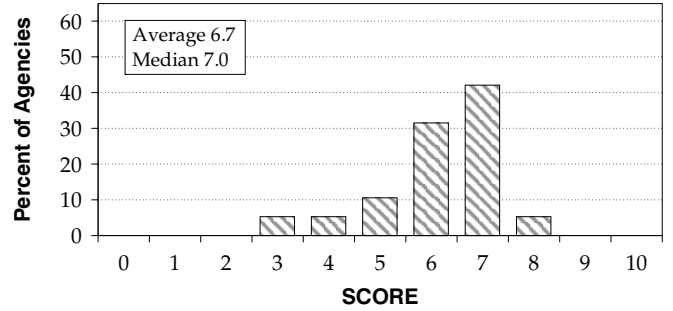
## Child Care



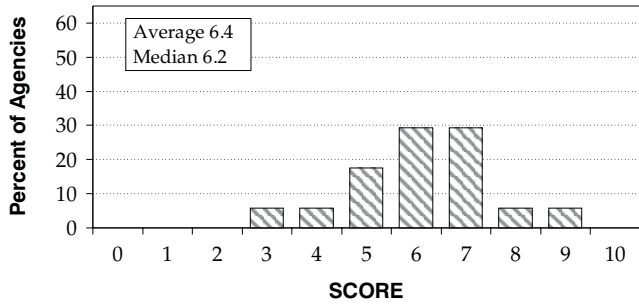
## Counselling



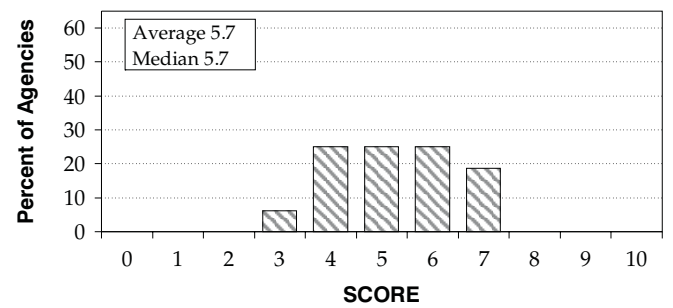
## Crisis Intervention



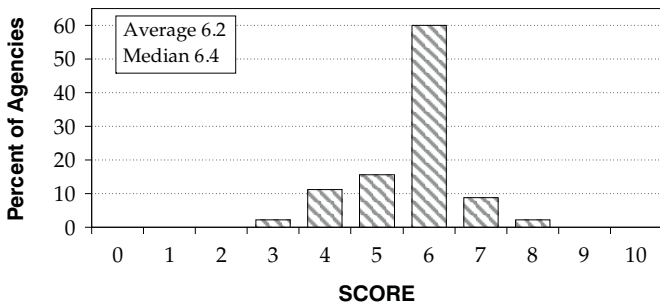
## Prevention & Treatment of Substance Abuse



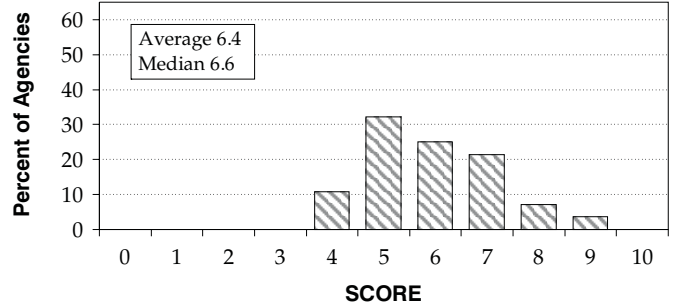
## Provision of Basic Necessities



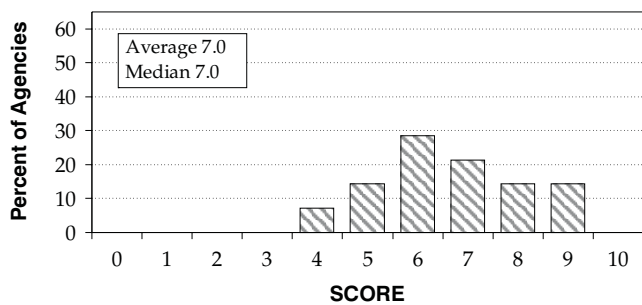
## Services for People with Disabilities



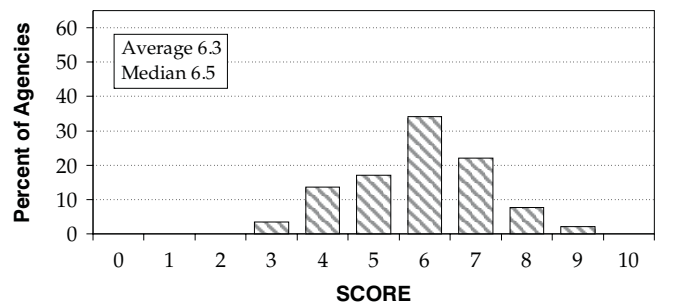
## Services for Seniors



## Traditional Education



## ALL AGENCIES



## Staff

Staff is the second variable assessing personnel effectiveness. One of the greatest strengths of any organization is its staff. Staff provide the front line contact and services to clients, as well as the support and managerial services that enable the program staff and volunteers to achieve their goals. The Volunteers and Staff variables both deal with the human resources of agencies—key determinants to their success.

The staff performance measure focuses on four areas: the number of program hours provided per full-time equivalent (FTE) staff member, the ratio of program staff to total staff, turnover, and staff management and development. Agencies that rely solely on volunteers (i.e., no staff) are not penalized, but simply receive a “not applicable” (N/A) rating for the Staff performance area.

The first measure considers the number of program hours provided per FTE staff member. It measures the total amount of service provided by the agency on a staff basis, focusing on total hours of programming so as to effectively eliminate any differences arising from variation in the nature of programs provided by different agencies. For instance, a long-term, intensive program with only a few clients may provide as much or more hours of programming than one that focuses on short-term, crisis intervention with a large number of clients. The measure assesses the amount, not the nature or quality, of program hours the organization delivers.

The second measure, the ratio of program staff to total staff, assesses the intensity of program delivery on a staff basis. It evaluates the percentage of staff directly involved in program delivery, as op-

posed to the number of support or administrative staff.

These first two measurements emphasize the agency’s success in allocating the maximum amount of staff resources directly to program provision. The third variable, staff turnover, was included in the report at the suggestion of several organizations after the 1998 Report was released. Turnover is an important measure for both staff and volunteers since it can be used as an early warning signal for larger managerial problems. Also, it indicates the level of return being garnered by the agency on its staff and volunteers. Agencies invest significant resources in training and developing staff and volunteers. The longer the duration of stay for both, the larger the agency’s return on its investment.

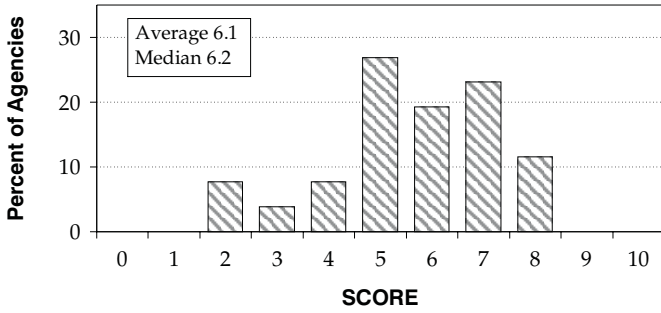
The final variable concerns staff training. An agency that has a staff training program in place can ensure that its employees have the skills required to perform their duties appropriately and efficiently, and are able to stay current with new developments in their program area.

### *Analysis of Results*

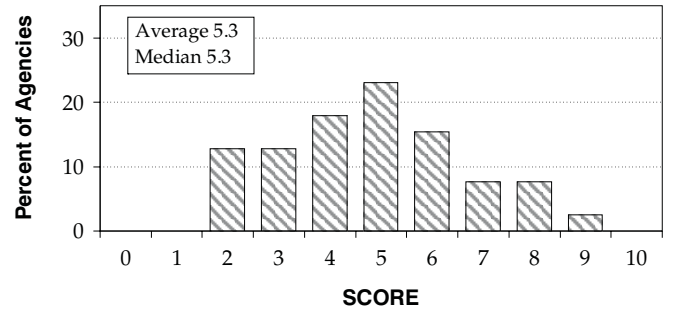
The average and median Staff scores for all categories range between 5.6 and 7.1. A very small number of agencies managed to score 9 or above for the Staff criterion, which indicates superior performance. No agency received a perfect score of 10. All service categories had agencies scoring below 5, which signals room for improvement in the effective use of personnel. Encouragingly, not one agency scored 2 or below. A few agencies not represented in these graphs had no paid staff, indicating that they were totally volunteer-driven.

# Innovation

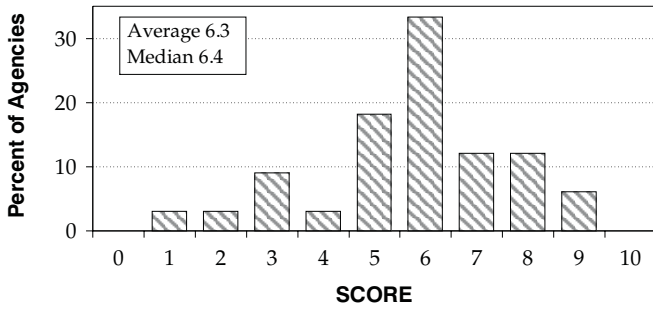
## Alternative Education



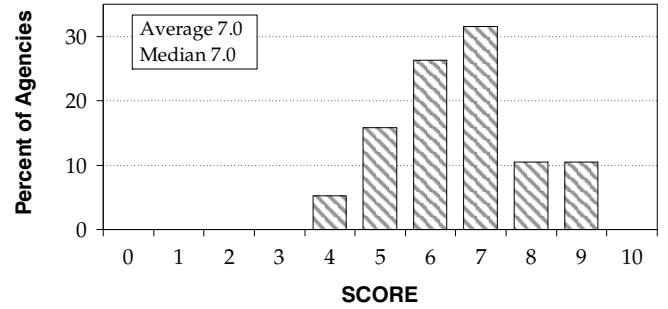
## Child Care



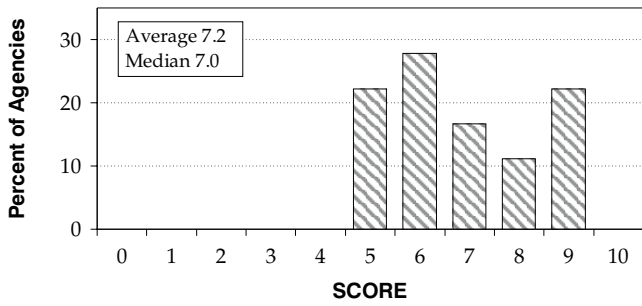
## Counselling



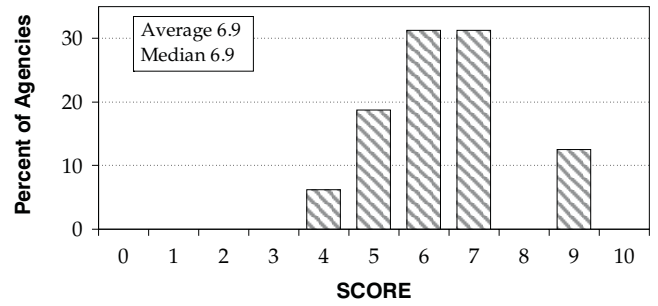
## Crisis Intervention



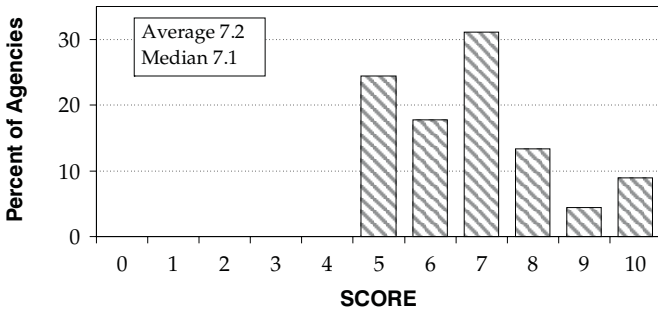
## Prevention & Treatment of Substance Abuse



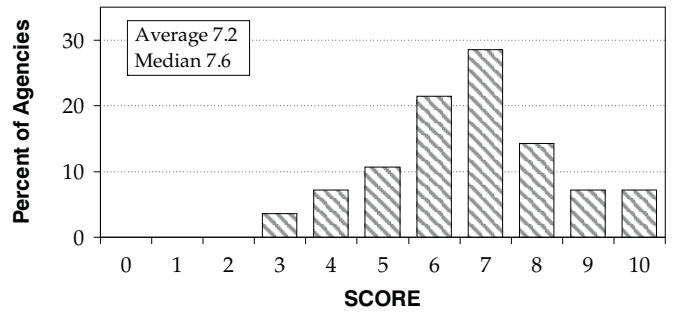
## Provision of Basic Necessities



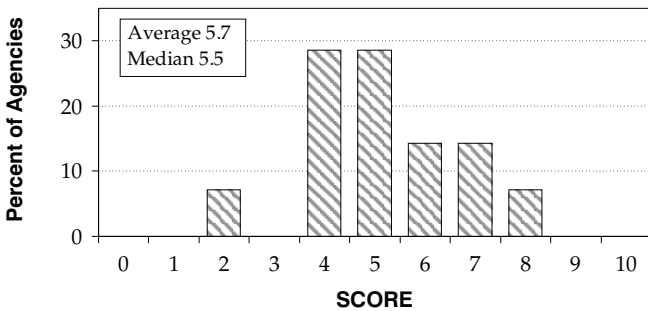
## Services for People with Disabilities



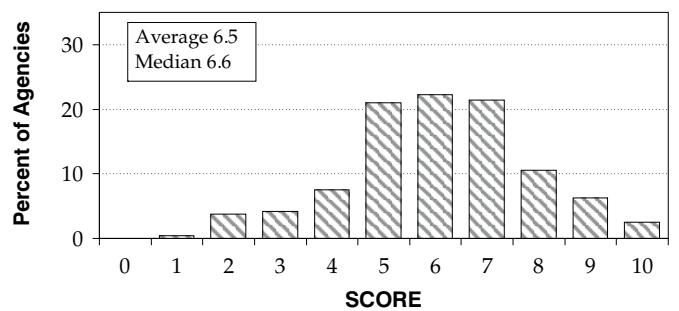
## Services for Seniors



## Traditional Education



## ALL AGENCIES



## Innovation

Innovation is perhaps the most difficult of the ten performance areas to measure. Many of the key aspects of innovation are difficult to quantify, and even more difficult to assess objectively. An organization's culture and leadership play an important role in fostering innovation in an organization. Staff and volunteers must be receptive to and supportive of change for innovation to occur regularly and have a positive effect.

Innovation is critical to the success of an organization's overall operations. Innovation and the change brought about by it enable agencies to be responsive to their communities, clients, and surrounding dynamic environments. To ensure that programs keep pace with external and internal changes, the programs as well as their volunteers and staff must also be dynamic. Innovation allows for such program-improving changes.

Innovation can also help increase an agency's efficiency. As agencies develop new ways to deliver programs, they are often able to find ways to reduce their costs, or improve the delivery of their service. By studying and replicating best practices within the non-profit sector, innovative agencies ensure that their programs continue to serve their clients efficiently and effectively.

Because innovation is so qualitative, this indicator can only be of the crudest nature and should be re-

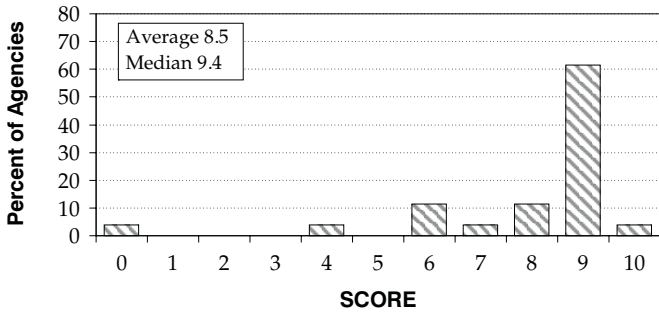
garded as such. Organizations were asked questions dealing with how they responded to change, and the progress they made toward implementing innovative new practices. They were also asked about the uniqueness of their programs in order to assess the degree to which they have paved new ground in delivering a service. Finally, organizations were asked about their use of new technologies in program delivery, especially computers, to determine whether they were taking advantage of the opportunities provided by technological advancements.

### *Analysis of Results*

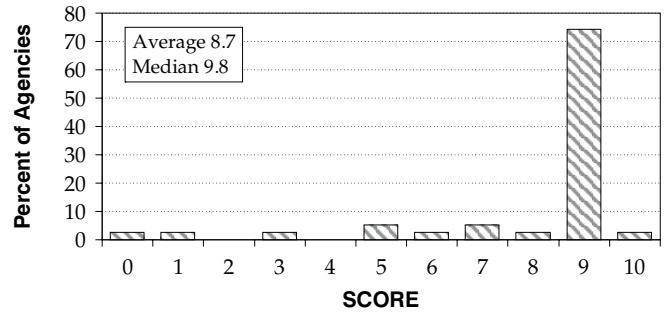
Because Innovation is the most difficult of the ten performance areas to quantify, it is important that results in this section not be interpreted as conclusive. The average and median scores for Innovation across all categories range from 5.3 to 7.6. A small number of agencies in every service category except Alternative Education and Traditional Education scored 9 or more, which indicates strong performance. A few agencies in the Services for People with Disabilities and Services for Seniors categories received perfect scores of 10, which indicates superior performance. Agencies in all categories except for Services for People with Disabilities and Prevention and Treatment of Substance Abuse scored below 5, which highlights the overall opportunity for improvement in this area. Only one organization in the Counselling category scored below 2, indicating poor performance.

# Program Cost

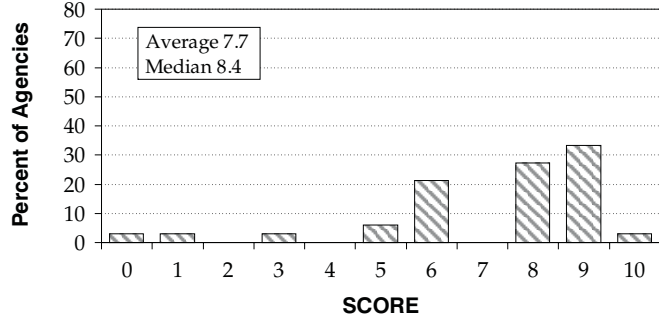
## Alternative Education



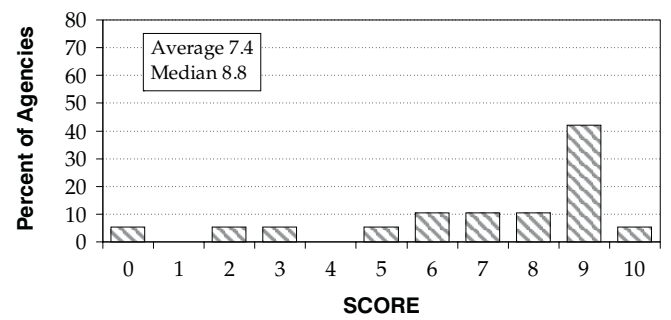
## Child Care



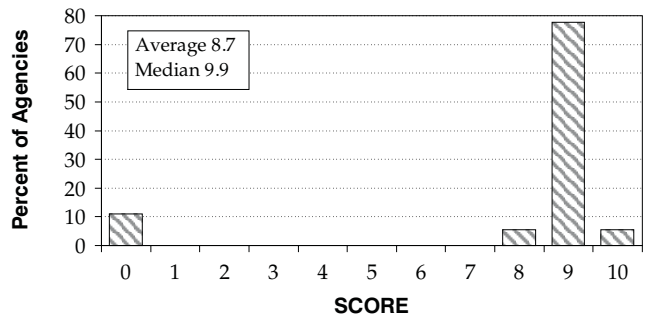
## Counselling



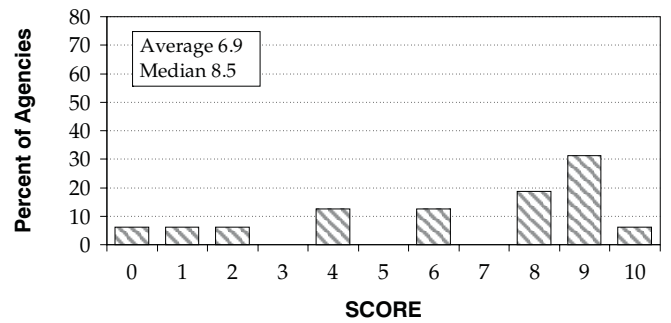
## Crisis Intervention



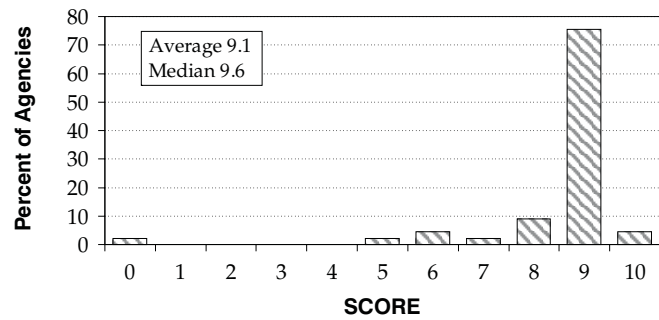
## Prevention & Treatment of Substance Abuse



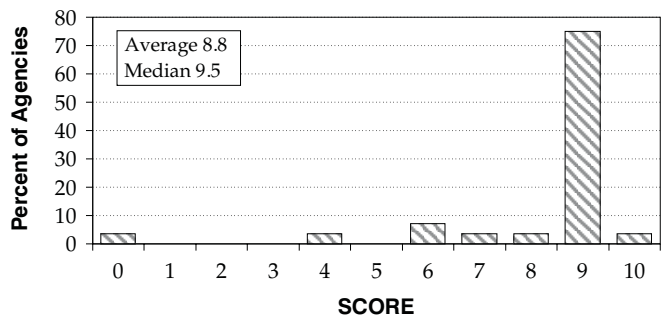
## Provision of Basic Necessities



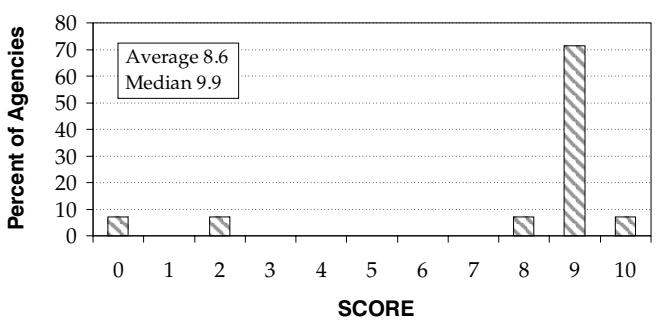
## Services for People with Disabilities



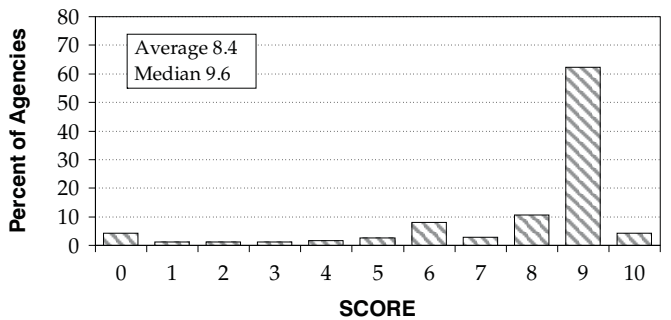
## Services for Seniors



## Traditional Education



## ALL AGENCIES



## Program Cost

This performance measure assesses the per-hour cost of providing a program or service. It is important to reiterate how the scores were calculated. As shown in the adjacent graphs, the scores range from 0 to 10. The lowest cost per hour received a score of 10, while the highest cost per hour received a score of 0. The remaining scores were standardized to fall within the 0 to 10 range.

The costs included in the calculations do not include indirect administrative expenses, such as a portion of the senior managers' or executive director's salaries. They do, however, include administrative and non-program expenses such as utilities, rent, and phone charges that are directly related to the provision of the program. The intent of the calculation is to assess the *direct cost* of providing a particular program.

One of the limitations of this particular performance measure is that it does not account for program quality. The measure only assesses the direct cost of providing the program. An example illustrates the possible limitations of this measure. If two agencies both provide 1,000 hours of programming in, say, the prevention and treatment of substance abuse, but one agency's program costs \$100,000 while the other agency's program costs \$500,000, then there would obviously be a substantial difference in their score on this measure. The first agency would receive a performance score approximately five times better than the second agency. But what if the two programs were sufficiently different so as to make comparison difficult? Suppose, for instance, that the latter agency's program was an intensive, long-term treatment program while the former agency's program was a

short-term, crisis intervention program. The nature and focus of the programs in this case are sufficiently different to make cross-comparison tenuous.

For this reason, in 2000 the number of categories evaluated through *Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services* was expanded from seven to nine in order to ensure, as much as possible, that sufficiently similar programs are compared to one another. While new categories could make the cross-comparisons even more precise, the current evaluations provide an important resource for assessing the overall cost of a program relative to other, similar programs across the country.

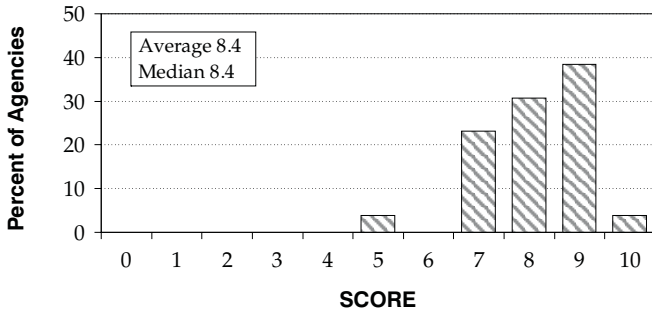
In addition to the overall score for program cost, the Confidential Reports also indicate the dollar cost per program hour provided, the dollar cost per client, and the number of hours of programming provided per client. This data is presented for information purposes only and is not used in the calculation of performance scores.

### *Analysis of Results*

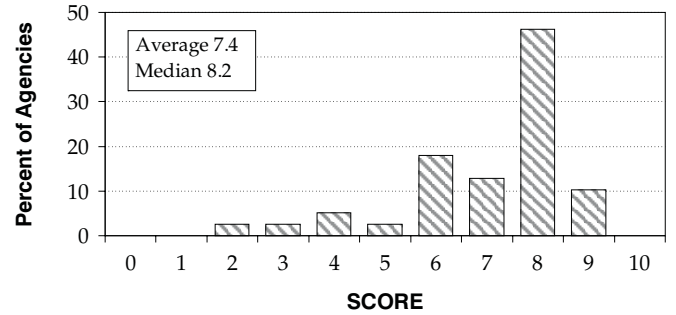
Most agencies perform strongly in the area of Program Cost; three-quarters of all agencies scored 9 or above. The average and median scores for all categories range from 6.9 to 9.9. All categories featured a large number of agencies scoring 9 or above, indicating a high concentration of agencies providing low-cost services. While this is encouraging, every category also included at least one agency that scored a 0, indicating relatively high program costs that may be due to the type of program delivered, or to poor performance.

# Outcome Monitoring

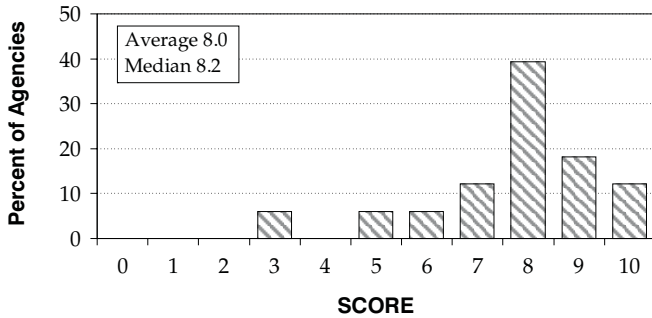
## Alternative Education



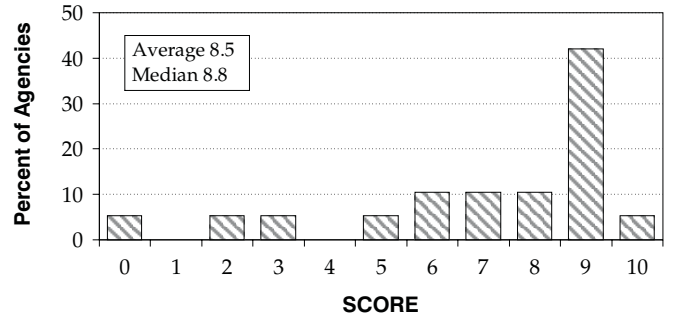
## Child Care



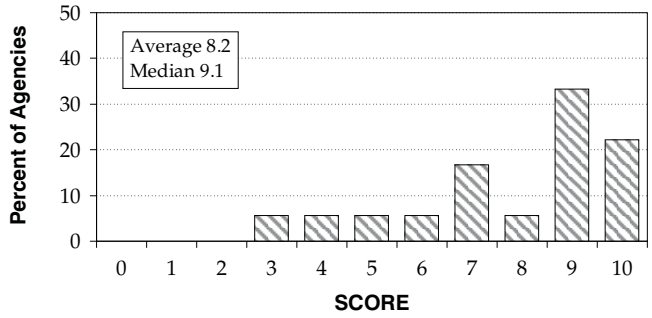
## Counselling



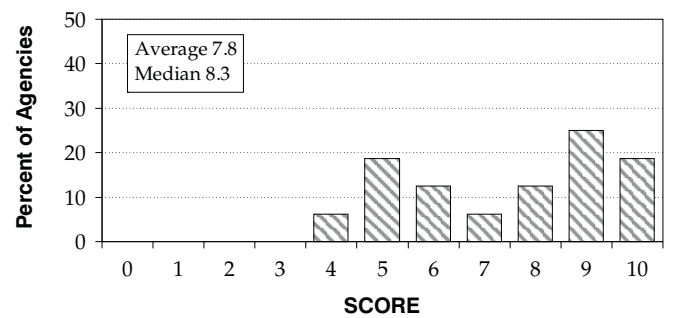
## Crisis Intervention



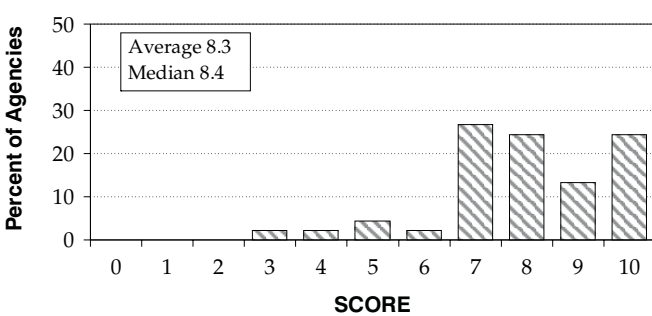
## Prevention & Treatment of Substance Abuse



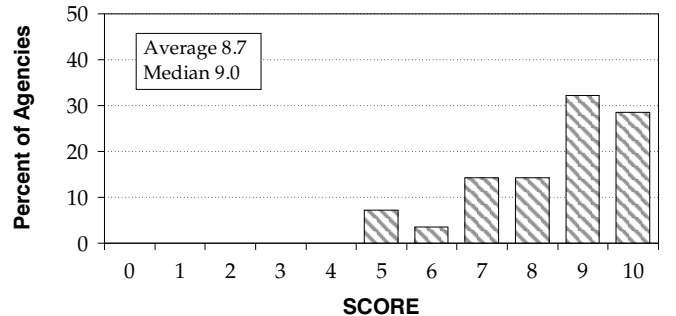
## Provision of Basic Necessities



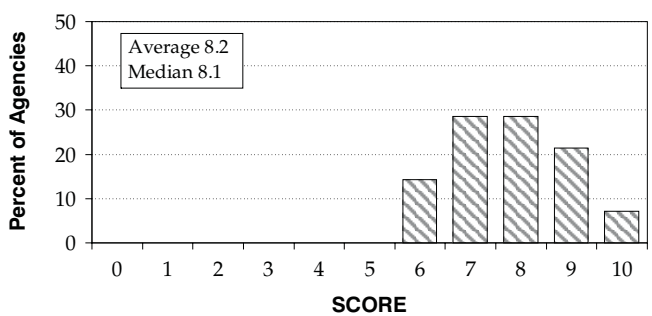
## Services for People with Disabilities



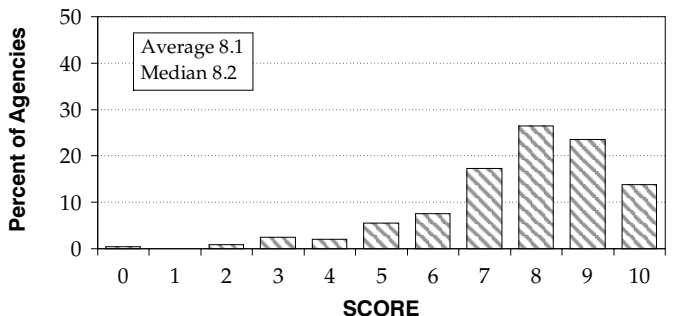
## Services for Seniors



## Traditional Education



## ALL AGENCIES





## Outcome Monitoring

Outcome Monitoring is essentially a micro-example of the Donner Awards Program's main objective of providing quantitative performance information for non-profit organizations. It measures the extent to which organizations assess their own performance in terms of achieving specific goals in their programs.

*Outcomes*, describing the intended result or consequence of delivering a program, should not be confused with *outputs*, a measure of the goods or services actually provided by a program. While outputs (measured in the Program Cost section) should support outcomes in a reasonable fashion, outputs are more process-oriented. To put it another way, outputs are the means to an end, while outcomes are the desired end itself.

The basis for this measurement is the premise that it is not enough simply to provide a program. Agencies must diligently assess whether or not their programs are achieving the desired results and, if not, implement changes to correct any problems.

This type of outcome measurement is obviously more applicable in certain program categories, such as the Prevention and Treatment of Substance Abuse. However, it is important for all program categories to actively measure and assess their programs to ensure that they are achieving their stated objectives, whether the service is Child Care or the Provision of Basic Necessities.

Two sets of questions assessed Outcome Monitoring. The first set asked whether the agency had defined the program's desired outcomes (i.e., what it is that the program is attempting to achieve), and whether or not, given the definition of the desired outcomes, the actual outcomes can be, and are, measured objectively. Common methods of monitoring outcomes often include such tools as client surveys and tracking, typically carried out over de-

finer periods of time ranging from a few months to several years. Outcome monitoring techniques are frequently unique to individual agencies, in that outcome monitoring must be closely tied to the agency's mission. By monitoring and measuring their outcomes, agencies are given insight into what is and is not working, and are able to adjust their programming accordingly.

Thus, the second set of questions deals with how the organization actually uses the outcome information. For instance, agencies were asked whether or not the desired and actual outcomes were compared to one another, and whether there was a plan for dealing with any divergences. The focus of these questions is whether the agency attempts to measure its success in achieving its goals.

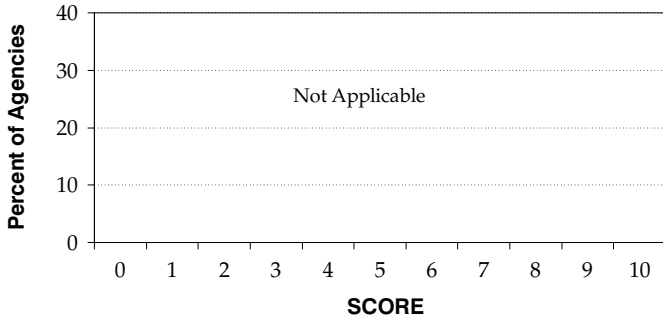
### *Analysis of Results*

The scores for Outcome Monitoring are relatively high with the average and median scores for all categories falling in the 7.4 to 9.1 range. This indicates a relatively high level of average performance in terms of managing and pursuing specific outcomes. Nearly 40 percent of all agencies received a score of 9 or 10, which indicates very high performance. All categories except for Child Care had agencies that received a score of 10, which indicates superior performance. Agencies in all categories except Alternative Education, Services for Seniors, and Traditional Education had agencies scoring under 5, which indicates the need for improvement. The Crisis Intervention category had an agency scoring 0, which indicates very poor performance.

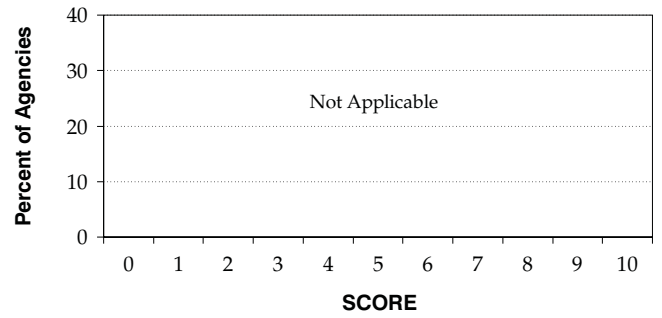
It is encouraging that a majority of agencies performed well in monitoring program outcomes, a strong indication that many agencies assess their own performance in terms of the specific goals they want to achieve. However, despite the strong performance in this area, there is still room for improvement for agencies in most categories.

# Accessibility

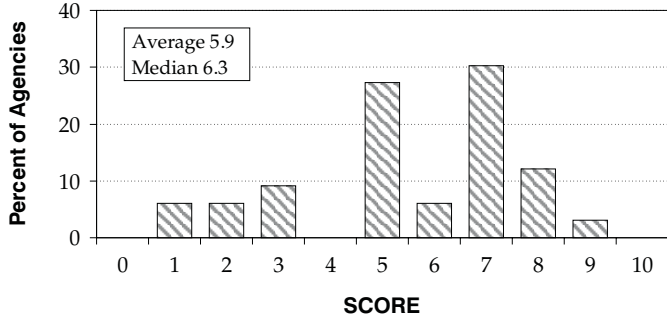
## Alternative Education



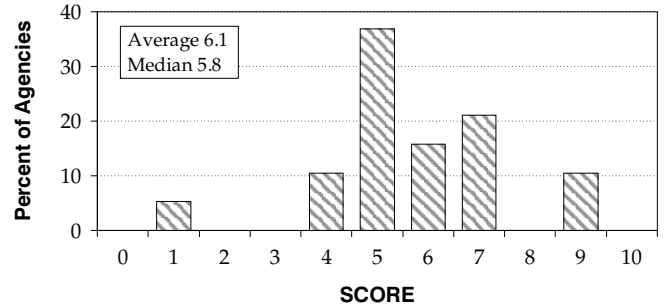
## Child Care



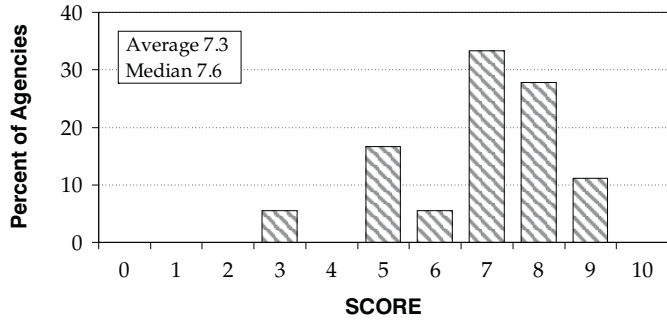
## Counselling



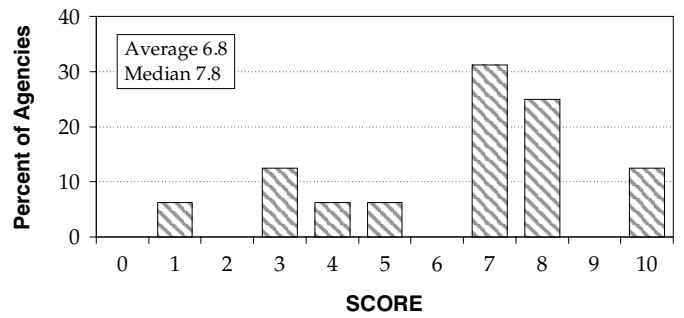
## Crisis Intervention



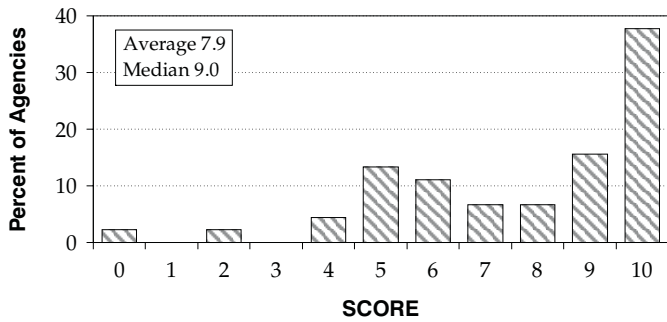
## Prevention & Treatment of Substance Abuse



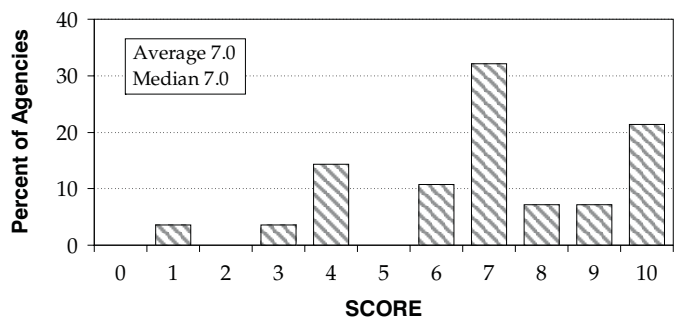
## Provision of Basic Necessities



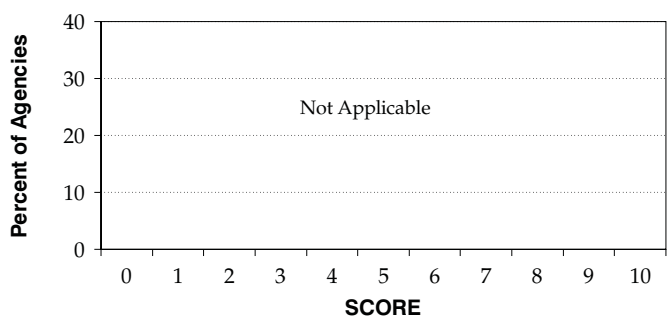
## Services for People with Disabilities



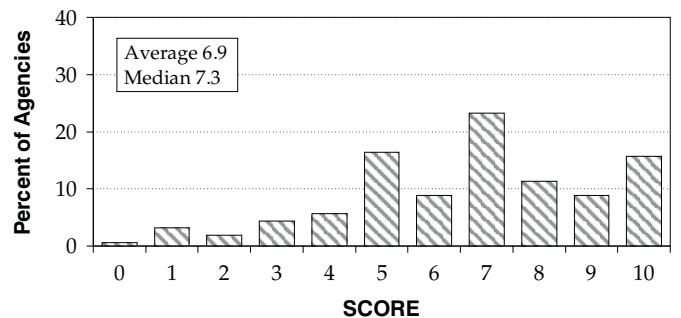
## Services for Seniors



## Traditional Education



## ALL AGENCIES



## Accessibility

Accessibility is perhaps one of the greatest challenges facing program providers. On the one hand, agencies must ensure that their programs are available, without prejudice, to all who require assistance. On the other hand, non-profit agencies, like for-profit and government organizations, have limited resources. They must ensure that those who cannot afford the program are offered services while at the same time ensuring that those who do have the available financial resources are assessed fees for the service, if appropriate. Further, agencies must ensure that adequate and timely resources are provided to those who are deemed truly needy.

This performance measurement, like the Outcome Monitoring measure, is more applicable in some categories, such as the Prevention and Treatment of Substance Abuse and the Provision of Basic Necessities, than in others. For this reason, three categories are not included in the analysis of this section: Alternative Education, Traditional Education, and Child Care.

This section asks several questions regarding accessibility to programs including whether inquiries are made regarding the cause of the current circumstance, whether program use is monitored,

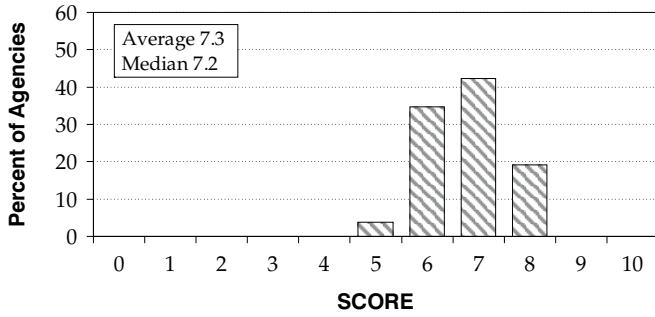
and whether program access is restricted or prioritized according to need. All of the questions focus on the primary issue of whether or not the agency assesses need and then allocates resources accordingly. The scarcity of resources makes determining the nature of a client's circumstances essential to agencies seeking to provide effective and compassionate aid to those most in need.

### *Analysis of Results*

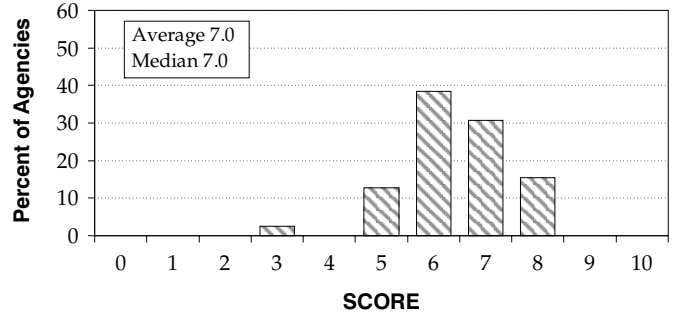
Maintaining accessibility and fulfilling needs in light of resource constraints is one of the greatest challenges facing the non-profit sector. The average and median scores for the six service categories that are assessed for Accessibility range between 5.8 and 9.0. All categories contain agencies with scores of 9 and above, which indicates high performance. The Provision of Basic Necessities, Services for People with Disabilities, and Services for Seniors categories all contain a number of agencies with scores of 10, which indicates performance excellence. Notably, nearly 40 percent of agencies in the Services for People with Disabilities category received perfect scores of 10. All service categories contain agencies that score below 5 for Accessibility, indicating room for improvement. All categories except for the Prevention and Treatment of Substance Abuse had at least one agency that scored below 2, which indicates poor performance.

# Overall Analysis

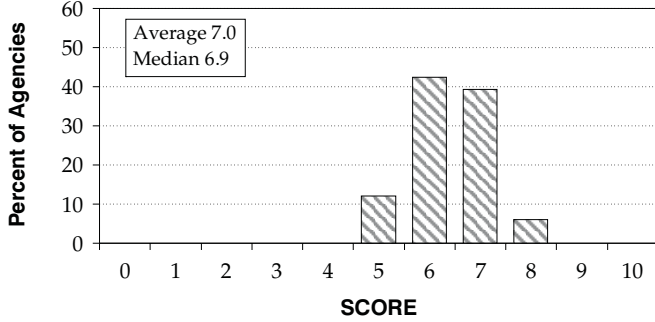
## Alternative Education



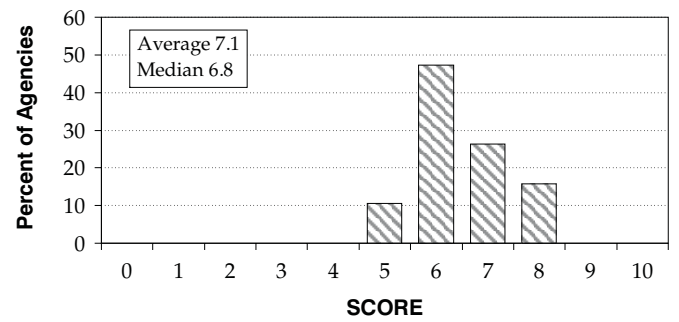
## Child Care



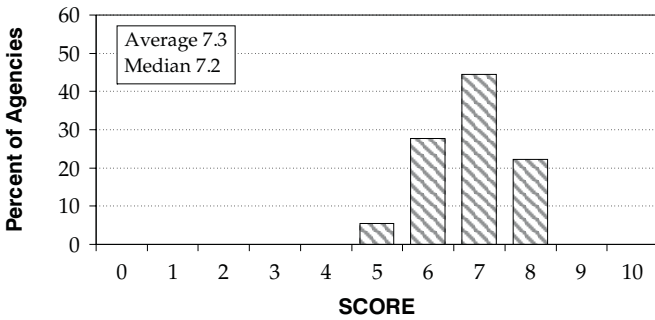
## Counselling



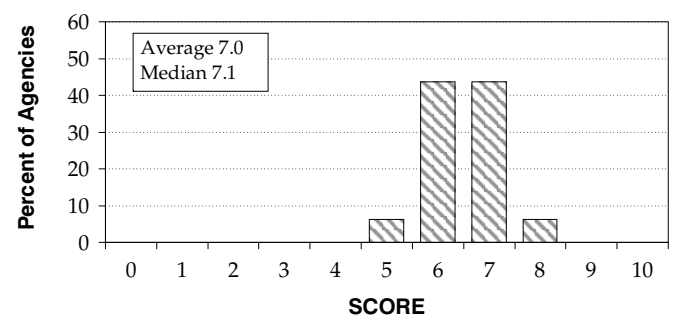
## Crisis Intervention



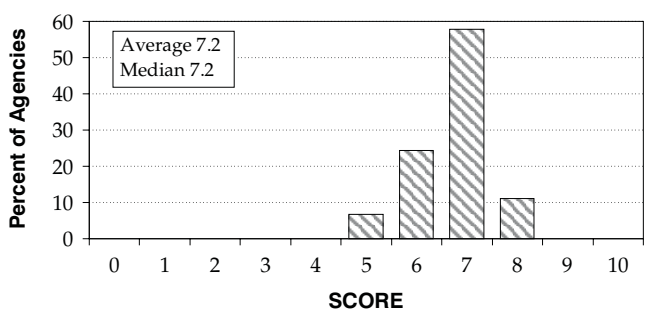
## Prevention & Treatment of Substance Abuse



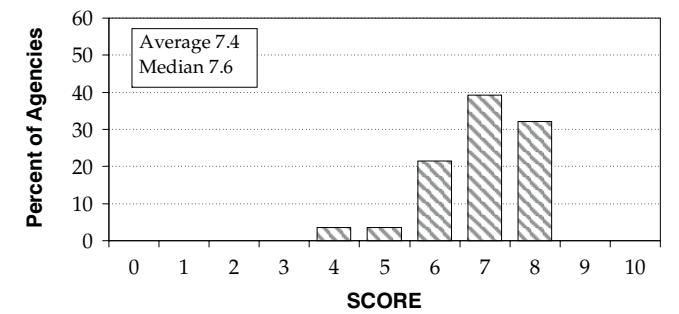
## Provision of Basic Necessities



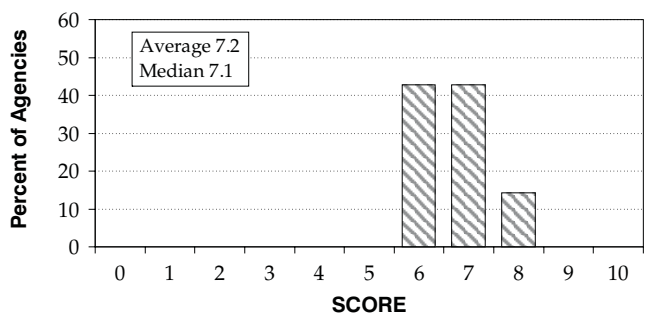
## Services for People with Disabilities



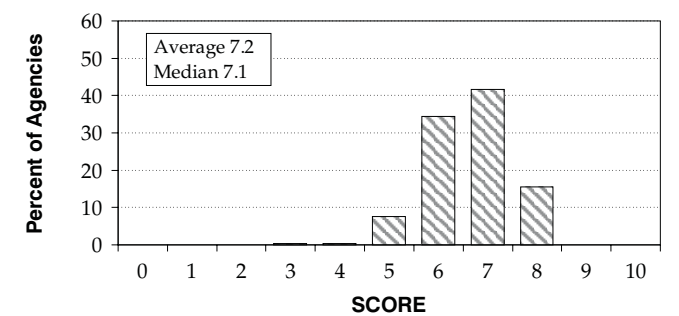
## Services for Seniors



## Traditional Education



## ALL AGENCIES



## Overall Analysis

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### Analysis of Results

Prior to discussing the overall or composite scores, it is instructive to summarize the scores achieved in the various performance areas. In the two financial criteria, Financial Management and Income Independence, the scores indicate a relatively high level of performance. Average and median scores are slightly higher in Financial Management, and are concentrated in the 5 to 7 range. There is more variation in the Income Independence section, with most scores concentrated in the 4 to 8 range.

The majority of agencies performed very well in the Strategic Management and Board Governance areas. More than two-thirds scored in the 9 to 10 range for Strategic Management. Scores were slightly lower for Board Governance, where one third of agencies scored in the 9 to 10 range, and most scores were concentrated in the 7 to 9 range.

As in previous years, scores in the two areas dealing with the effectiveness of paid and volunteer human resources are relatively low and provide the greatest opportunity for improvement. This is particularly true in the area of Volunteers, where the majority of scores were concentrated in the 3 to 7 range. Staff scores were concentrated in the 5 to 7 range. Given the importance of dedicated, well-trained personnel for the quality and effectiveness of non-profit social service delivery, these results indicate that greater attention should be paid to improving performance in these two sections.

Innovation is perhaps the most difficult of the ten performance areas to quantify. Therefore, results for this section should not be interpreted as conclusive. Innovation scores were concentrated in the 5 to 7 range, which indicates satisfactory performance.

Program Cost was another area of exceptionally strong performance, with two thirds of agencies scoring between 9 and 10.

Scores in the Outcome Monitoring section are also quite strong, with half of all agencies scoring in the 8 to 9 range. Agencies in every category except Child Care received perfect scores of 10. Less than 5 percent of agencies scored below 5, indicating room for improvement.

Agencies in the two Education categories and the Child Care category were not evaluated for Accessibility. Scores were relatively spread out across the remaining categories, with average and median scores for Accessibility ranging from 5.8 to 9.0. One-quarter of agencies evaluated for Accessibility received scores between 9 and 10. All categories contain agencies that scored less than 5, which indicates the need for improvement.

Overall, more than three quarters of all agencies received scores of between 6 and 7. Agencies in all service categories agencies achieved strong performance scores of 8, although no agency scored 9 or above. A very small number of agencies in the Child Care and Services for Seniors categories scored less than 5, which indicates the need for overall improvement. Most agencies participating in the 2003 *Donner Canadian Foundation Awards* provided their respective services at a relatively high level of performance, but in almost all cases there is room for improvement.

### Conclusion

The *Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services* represent an important step in objectively and quantitatively assessing the performance of non-profit organizations in effective program delivery. The Confidential Performance Reports that all participating agencies receive are key to this unique performance evaluation system. In conjunction with the data provided in the *2004 Non-profit Performance Report*, the Confidential Reports enable agencies to assess their performance in ten critical areas relative to other non-profit agencies delivering similar programs and services.

This annual *Non-Profit Performance Report* continues to be one of the few tools available to help individuals, foundations, and corporate donors objectively evaluate the effectiveness of the non-profit organizations that apply to them for support. Wise giving decisions can be informed by asking questions about non-profit performance in the ten critical areas detailed in this report: Financial Management, Income Independence, Strategic Management, Board Governance, Volunteers, Staff, Innovation, Program Cost, Outcome Monitoring, and Accessibility. Complete Donner Award evaluation questions can be downloaded from our website at [www.fraserinstitute.ca/donner](http://www.fraserinstitute.ca/donner) or email [donnerawards@fraserinstitute.ca](mailto:donnerawards@fraserinstitute.ca) to receive a hard copy. The box below presents a checklist of questions to ask before you give, derived from the Donner Awards evaluation questions.

All identifying performance information submitted to the Donner Awards Program as part of the application process remains strictly classified. Nevertheless, participating non-profits are encouraged to independently and voluntarily share their

confidential reports with donors and potential donors, as evidence of their commitment to accountability and excellence. Such transparency can go a long way to encouraging public confidence and support for this important sector of Canadian society.

While the Donner Awards Program represents a significant advancement in the development of objective measures of non-profit performance, it is still a work in progress. Every year The Fraser Institute attempts to improve the Awards Program by refining the questions, upgrading the analysis, and continuing to research areas of performance and measurement techniques. All suggestions and constructive criticism is welcome. Please submit questions or comments to

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Tel: (403) 216-7175  
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Email: [sylvial@fraserinstitute.ca](mailto:sylvial@fraserinstitute.ca).

### Guidelines for Giving

Does the non-profit you are considering investing in:

- Have a mission statement, accompanied by quantifiable organizational and program goals?
- Generate an annual surplus to protect against unexpected changes in income?
- Devote at least 60 to 75% of income directly to program delivery?
- Have an independent financial audit of their books?
- Send an annual report to donors?
- Have multiple revenue sources with only a portion, if any, coming from government?
- Have an independent board of directors that includes no more than one staff member and follows a formal conflict-of-interest policy?
- Have a large number of trained volunteers, including past clients?
- Have the majority of paid staff working on program delivery, rather than in fundraising or administration?
- Use technology to manage information and create efficiencies?
- Show empirical measures of outcomes, using tools such as client surveys and tracking?

## Profiles in Non-Profit Excellence

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In order to highlight organizations that have achieved outstanding results in the Donner Awards Program for more than one year, the first part of this profiles section features consistently high performing agencies. The second part features the profiles of the 2004 finalist agencies. Appendix A lists contact information for all non-profit agencies that have been selected as Donner Awards finalists from 1998 to 2004.

### Profiles of Consistently High-performing Agencies

Agencies that have performed well in the Awards Program for more than one year are featured in this section. An agency is considered a consistently high performer in the Awards Program if:

- EITHER, the agency:
  - was the overall award recipient in at least one of the last three years; OR
  - was the overall award recipient in an earlier year AND a finalist this year or last year;
- OR, the agency:
  - applied to the program in the current year; AND
  - has been an award recipient at least twice; AND
  - is a finalist this year or last year.

The following outlines have been adapted from information provided by finalist agencies, highlighting their history, mission, and best practices. Agencies are listed alphabetically.

*Alzheimer Society of Thunder Bay  
(Thunder Bay, ON)*

**Finalist in years 1998, 2000, 2001, 2002, 2003, 2004**

The Alzheimer Society of Thunder Bay was founded in 1984 by a small group of family caregivers and professional care providers concerned about the devastation caused by Alzheimer disease and wishing to increase public awareness and provide support for caregivers and their families. Incorporated in 1986, the Alzheimer Society is able to continue its work through fundraising events, donations from the community, and the many hours of work provided by over 230 volunteers. Annual donations are made to research in the hope and belief that a cause and cure will be found.

The Society works with people who are troubled and often depressed that they may be experiencing the early signs of Alzheimer disease, providing counselling, support, and education. Working with caregivers who feel alone, terrified, overwhelmed, and exhausted, the Alzheimer Society becomes a lifeline. The Society also provides educational presentations to community groups, in-services to professionals, annual education days, displays, a resource centre, and an Alzheimer Wandering Registry. The information and updates it provides are tailored to specific groups and their needs. For example, their newsletter *Introspective* is targeted towards people suffering from Early Alzheimer disease.

The Alzheimer Society provides a unique service to its clients and adds value to the community by sharing best practices, innovative strategies, and advocacy initiatives. The Society believes in being accountable and transparent to its clients and to the membership, volunteers, donors, and the general public. This ensures that the Society meets the needs of the people it serves while providing value to members, meaningful work for volunteers, and fiscal prudence to donors, while operating in an ethical and responsible way that reflects the trust placed in it by the community at large.

*Big Brothers Big Sisters of Victoria  
(Victoria, BC)*

**Finalist in years 1999, 2000, 2001, 2003**

The mandate of Big Brothers Big Sisters of Victoria Capital Region is to make a difference in the lives of children by promoting their self-esteem, expanding their awareness of life's opportunities, and providing them with guidance and support through long term, one-to-one mentorship with caring adult volunteers. The organization's target population includes children seven to twelve years of age from the Victoria Capital Region. The families that it serves are predominantly single-parent (mother- or father-led) and many have a low income or are on some form of social assistance. These families are able to access Big Brothers Big Sisters programs because the organization offers a no-fee service.

The goal of Big Brother Big Sisters is prevention: if it can intervene during the crucial stages in a child's early development, it can better equip these kids to make positive life choices. Its preventative matching program is designed to offer one-to-one mentorship with an adult volunteer to provide companionship, guidance and to enhance the child's personal development. This positive relationship enables the child to develop a more integrated outlook on life with a strengthened ability to make better choices later in life.

Over the past 33 years, Big Brothers Big Sisters has had the good fortune to be served by many special volunteers. Mentoring is its only program activity. This single-focus approach to its work with youth has enabled it to develop expertise in recruitment screening and matching children with volunteer mentors.

*Community Living Campbellford/Brighton  
(Campbellford, ON)*

**Finalist in years 2002, 2003, 2004**

Community Living Campbellford/Brighton was founded in 1960 by a parent who believed her daughter's disability should not preclude her from full participation in her community. Since opening the first school for intellectually disabled children in the county, the agency has grown to offer a range of support and services to children and adults with intellectual disabilities including: family home, community residences, supported independent living, school-to-work options, community-based options, respite for families, and two community resource centres. The agency's motto is "Distinction in the Past; Passion in the Present" and its vision is one of a diverse community that respects the dreams and aspirations of all its members.

"One Customer at a Time" defines the approach to the delivery of services. In 1998 it began a "quality revolution" by putting a new emphasis on developing customized supports for the people it served. An internationally-recognized index of service-delivery measures was adopted. These "Personal Outcomes Measures" elicit the customer's priority outcome areas so the agency's resources can be realigned to respond effectively. Individuals the agency supports have received provincial awards of recognition for their leadership from respected leaders in Ontario.

After becoming the first agency in Canada to receive a three-year Accreditation with Distinction from Accreditation Ontario in June of 2000, Community Living Campbellford/Brighton was recently awarded with an almost unprecedented second three-year Accreditation with Distinction. It has been singled out for its success in building "social capital" by building and expanding personal and reciprocal relationships in the local community for people receiving services.



*Cornwall Alternative School  
(Regina, SK)*

**Finalist in years 1998, 2000, 2002, 2003, 2004**

Cornwall Alternative School (CAS) was established in 1972 as a community response to the need for an alternative learning environment for students not attending school in the traditional school system. Initially the school began as a drop-in centre where “street kids” could enroll in correspondence courses and make social and educational gains through the school’s unique program. Cornwall’s program quickly evolved into a more formal educational facility. Its mission is to offer “an alternative student-centered education to students who are at high-risk in the traditional educational setting.”

CAS serves adolescents from the age of 12 to 16 in grades seven to nine who are not succeeding in the traditional school setting due to poor attendance, negative or disruptive behavior (street and school) and/or lack of production. The innovative holistic approach to each student combined with the small student-staff ratio promotes improved academic and social achievement while developing positive relationships between the students and adult role models. CAS works in conjunction with community-driven services and agencies, demonstrating an ongoing commitment to providing high quality programs for its clients as well as the community in which the school is located.

All staff and students use a model of self-evaluation to rectify issues. The students know where they stand and what is expected of them. Low staff turnover also helps maintain consistency. Approximately 88 percent of the school’s students are successfully reintegrated into the regular school system. This year, 30 out of 32 students integrated back into the regular school system have been retained—a success rate of 94 percent. These students may come with a history of failure, but they leave with the hope of success.

*Kids Come First Child Care Centre of Vaughan  
(Thornhill, ON)*

**Finalist in years 2002, 2004**

Founded in 1991, the primary purpose of the Kids Come First Child Care Centre of Vaughan is to provide child care service to the local community in York region.

The child care program is derived from the principles of “Emergent Curriculum,” where the interests of the children provide the basis of the curriculum. Using the children’s interests as a starting point in topic selection, the teachers and the children bring their past experience and knowledge to the discussions as they work together exploring and researching a topic. This project work is designed to help young children obtain a solid understanding of events and experiences in their own environment.

In the spirit of cooperation on which the program is based, parents and teachers work together. The continuity between home and the program helps to ensure an atmosphere of acceptance and love. The aim is to provide an environment in which all children feel free, safe, and comfortable, enabling them to follow their urges to explore, discover, thrive, and develop a love of learning.

In addition to its core child care mandate, the Centre’s strong belief in an expanded notion of community, social responsibility, and partnerships that enhance and support children and families has prompted it to establish a semi-annual Aboriginal Clothing and Book Drive. Relying solely on volunteers, the Centre collects, sorts, packages, and ships clothing, books, toys, and other items to Aboriginal children and families in northern Ontario. Kids Come First uses this drive to teach the children about Canada’s aboriginal peoples, geography, and poverty, as well as cooperation and the importance of working with and helping others.

*Multiple Sclerosis Society of Canada—Calgary Chapter (Calgary, AB)*

**Finalist in years 1999, 2000, 2001, 2002, 2003, 2004**

Established in 1959, the Calgary Chapter of the Multiple Sclerosis Society of Canada has grown from being a volunteer chapter providing self-help groups to becoming the largest chapter in Canada. Its mission is “to enable people affected by multiple sclerosis to enhance their quality of life, to raise funds for local programs and services, and to support research directed towards finding a cure for multiple sclerosis.” Over the past five years, the Calgary chapter has contributed over \$3 million to MS research. The Calgary chapter also provides services for almost 1,000 clients and their families. In addition to one-on-one support counselling to people affected by MS, the chapter offers support groups, social and recreation activities, advocacy, public education services, workshops, and special assistance funding.

Volunteers provide vision and leadership, direct service support to clients, public education, administrative support, special event planning, and fundraising. The chapter recruits volunteers strategically through Volunteer Calgary, local media, community events, the website, and internal publications. Volunteers receive an interview, orientation, training, and the ongoing support required to fulfill their commitment. Volunteers are also recognized at an annual dinner and awards night, through performance reviews, additional training, advancement, and clothing that identifies them as an MS Society volunteer.

All programs and services are subject to ongoing evaluation to ensure that clients receive the best possible services to meet the needs and enhance the quality of life of those affected by MS. The Calgary chapter’s monitoring and evaluation system allows it to take a proactive rather than reactive approach to service provision. In addition, community partnerships ensure that there is no duplication of services offered by another agency, facilitating the allocation of resources to areas of greatest need as identified by trend and gap analysis.

*Sarnia-Lambton Rebound (Sarnia, ON)*

**Finalist in years 1998, 1999, 2000, 2001, 2002, 2003, 2004**

Sarnia-Lambton Rebound is a volunteer-based organization committed to young people at risk. Its programs encourage youth to develop skills that promote a positive response to self, others, and community. When the Young Offenders Act was introduced in 1984, the police were given the ability to send a first-time young offender to a social-service program, rather than to court to face criminal charges. The Rebound Youth Program was born to address this need for skill-building programming. It has proven to be effective at getting at the root causes of teenage issues and providing the skill base essential for building healthy lives.

Years later, Sarnia-Lambton Rebound remains the only program in the community that the police use as a court diversion program for youth. In response to community demand, the organization has extended its reach to serve youth experiencing difficulty in school and home, as well as youth that are committed to building their strengths to deal with an ever-changing world. The P.A.S.S. (Positive Alternative to Suspension from School) program provides an alternative to home suspension for young people in grades seven through ten. Students attend the program during the days of their suspension and are supported in their re-entry into regular classes.

Ongoing evaluation is an important element in measuring the effectiveness of Rebound programs. In partnership with a research psychologist, Rebound has designed valid instruments of outcome measurements that are completed by the youths, their parents, the school administration and teachers, and police services. This outcome monitoring indicates that the programs have a higher than average success rate, with a recidivism success rate of 89 percent and an impact on youth behavior and family relationships of 92 percent.

*Simon House Residence Society  
(Calgary, AB)*

**Finalist in years 1998, 1999, 2002, 2003, 2004**

Simon House Residence Society has been helping men with their recovery from alcoholism and chemical addictions for 21 years. Simon House's mission is to provide an alcohol and drug addiction recovery home where men using the guidelines of Alcoholics Anonymous can examine and rebuild their lives. It is open to all men regardless of faith, race, or background.

Entry to Simon House starts with a desire to live a better life, free from chemical and alcohol dependency. A client must be detoxified at least three to five days before he can be admitted to the house. Referrals may come from hospitals, treatment centres, doctors, addictions counselors, or social workers. Self-referral is also accepted.

Consistent and structured 24-hour supervision and program services are provided. Simon House offers a 20 bed Phase 1 home where a seven-week program is given, a 12 bed Phase 2 home which is for long term aftercare, and a Phase 3 component, which consists of 25 beds in safe, affordable, and long-term transitional housing units. Residents may live in Phase 1 or 2 for up to 18 months, and then may live in one of the Phase 3 homes for as long as they stay clean and sober and continue with their recovery programs.

Simon House represents a last chance at recovery from years of addiction for many men, offering support to many individuals that other centres may not accept: the society refuses to "cull" for the best treatment candidates. Simon House believes that "Everyone deserves a second chance."

*Sudbury Action Centre for Youth  
(Sudbury, ON)*

**Finalist in years 2001, 2002, 2003, 2004**

Founded by volunteers in 1986, Sudbury Action Centre for Youth's mission statement is "to offer Sudbury's youth a warm and safe place where they can access support and services." The Centre began as a service assisting ex-offenders to find gainful employment and assume a normal and productive life within the community upon their release. In 1987, the centre expanded to assist young offenders and youth headed in the wrong direction. Soon it became as much a drop-in centre for youth as an employment service, and began to offer basic life skills and job readiness counselling. Because of its non-judgmental and non-threatening environment, the centre was ideally suited for a risk reduction program, and the POINT needle exchange was implemented as an additional service to at-risk youth and vulnerable adults.

With over 16 years experience, the Sudbury Action Centre for Youth continues to provide a unique employment program where individuals can obtain casual labour, gain experience, and receive assistance with their job search. The harm reduction program and services help to reduce the spread of HIV/AIDS and hepatitis in the community by providing a needle exchange, public education, outreach services, anonymous testing, and a methadone clinic.

The Community Youth Support Program offers youth an alternative to roaming the streets, a place to gather for the purpose of support, socializing, recreation, and personal development. The Youth Mentoring Program provides young people with the opportunity to gain new skills through workshops facilitated by staff, volunteers, youth, and professionals from other agencies in the community. The philosophy of the program is that by training youth to help one another, they are also learning to help themselves.

*York Region Abuse Program  
(Newmarket, ON)*

**Finalist in years 1998, 1999, 2000, 2004**

The York Region Abuse Program (YRAP) was started as a two-year pilot project to look at the community need for treatment and prevention of all forms of child abuse. Two years later it became incorporated to respond to the most urgent community need for treatment in the region for victims of child sexual abuse and their families. In 1992 the Abuse Prevention Program (APP) was created to address the need for prevention of all forms of abuse. The elementary APP includes both educational theatrical performances for children in kindergarten through grade six, and video presentations for students in grades seven and eight. The high school APP delivers curriculum-based workshops on childhood sexual abuse to grade 9 to 12 students in York region classrooms.

Both high school and elementary programs are based on a peer-teaching model, facilitated by high school co-op and college students and volunteers. Student actors are trained and supported to perform the plays in the elementary schools and to answer children's questions after the performances. Students are also involved in facilitating discussion in the classroom, covering various aspects of child abuse including physical, sexual, and emotional abuse. The program is delivered with only 1 full time equivalent staff.

This Abuse Prevention Program is based on the premise that everyone in the community should be aware of child abuse prevention concepts and strategies. Professionals from other agencies and community volunteers are trained to deliver components of the program and thereby acquire abuse prevention education skills. By providing this training, YRAP helps the community to provide coordinated and integrated abuse prevention education to elementary and high school children, their parents, and school personnel.

*YMCA of Sarnia Lambton  
(Sarnia, ON)*

**Finalist in years 2002, 2003**

YMCA of Sarnia Lambton was founded in 1917 to provide opportunities for spiritual, mental, and physical development for youth and to bring them to a Christian way of life. Today, it has evolved to serve more than 27,900 individuals in six service areas: health, fitness and recreation; child care; employment; community and social services; continuing education; and day camps. Their Learning Education and Parenting (LEAP) program teaches young parents under the age of 21 that they are important, and can become viable and productive members of their community, in spite of the of the obstacles that initially seemed to confront them. In order to graduate from the LEAP program, the client must complete a high school diploma, participate in 100 hours of parenting classes, and participate in some kind of earning component.

Led by a partnership of dedicated volunteers and staff, the programs and services strive to meet the needs of individuals, families, and the community and are accessible to everyone. The agency is one of the most inclusive in the community and strives to provide financial assistance to those who cannot afford its services.

Service delivery is based on excellence and continuous improvement. The organization continually evaluates its programs based on organizational peers, outside organizations, and the industry as a whole. It also uses evaluation tools such as self-review, benchmark ratios, operational ratios, and client and member satisfaction surveys. The agency evaluates and re-evaluates so that it is always assured that it is not only running the best operation, but also the best programs.

## 2004 Donner Awards Program Finalists

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### Alternative Education

#### *Continuing On In Education (Belleville, ON)*

Since 1986, Continuing On In Education has been serving individuals over the age of 21 with developmental and/or physical challenges. Its mission is to provide all students with the programs and services necessary to develop the knowledge, skills, and values essential for living as fulfilled and productive citizens in Canadian society. Continuing On In Education believes that everyone has the right to the opportunity to learn the necessary skills and knowledge to reach their potential in order to lead fully functional and meaningful lives. The agency believes that the knowledge and skills for life include not only academics, but also social and emotional growth and the promotion of a strong sense of self-worth, belonging, and pride within the community.

Continuing On In Education's literacy and numeracy curriculum offers math, money and budgeting, time reading, writing, and computer skills. The living skills component offers health and fitness, basic personal hygiene, community awareness and safety, housekeeping, and menu planning and meal preparation. These skills are readily transferable to daily life, and help students develop into fulfilled and productive citizens despite the challenges they face that are beyond their control.

#### *Big Brothers and Big Sisters of West Island (Kirkland, QC)*

Big Brothers and Big Sisters of West Island was established in 1975 to provide responsible adult guidance to children through quality mentoring programs. The organization recruits, trains, and

matches volunteers with children and supports them professionally in their search for a full, happy, life. The core mentoring of Big Brothers and Big Sisters of West Island is for children of single-parent families, many of whom face poverty, isolation, and abuse. Volunteers are recruited, screened, trained and then matched with a child between the ages of 6 and 14. Volunteers act as friends, role models, and confidantes to these children.

Faced with growing difficulty in recruiting new volunteers, an In-School Mentoring program was introduced in 1997. This unique and innovative program reaches out to elementary-aged children who are experiencing social, behavioral, and/or academic problems. Mentors visit with their "mentee" at their school for one hour a week and share fun activities. Unlike most school-based programs where the focus is on academics, this organization focuses on the social needs of the child. Simply by playing games, working on a craft or playing sports, children get the opportunity to learn new skills and express themselves to a caring mentor who will give them one-on-one attention.

#### *Sarnia-Lambton Rebound (Sarnia, ON)*

See under "Consistently High-performing Agencies."

#### *York Region Abuse Program (Newmarket, ON)*

See under "Consistently High-performing Agencies."

## Child Care Services

### *Boys and Girls Club of Niagara (Niagara Falls, ON)*

The Boys and Girls Club of Niagara is a leading community organization committed to assisting children and youth to reach their own potential, based on core values and the ability to create opportunities in an encouraging, fun, and safe environment. Founded in 1960, the organization serves children, youth, and families. It believes that the key to serving all members of the community is to develop a seamless delivery model in partnership with many community groups, working towards offering a wide spectrum of programs and services that are as universal, affordable, and accessible as possible. No family is ever turned away due to financial status.

The goal of the Boys and Girls Club is to become the best family resource centre in the community by using the club's own strengths and those of numerous partners. The organization has dedicated space for children 0 to 18 years of age while also incorporating other family members through a variety of programs. Its programs include licensed care, family and parenting workshops, early years programming, public education activities, a drop-in club for all ages, adventure programs, sport, leisure and swim programs, leadership programs, teen programs, summer camp, and a kitchen that serves meals to 95 children daily. The programs of the Boys and Girls Club of Niagara target every type of family within the community. Each member is made to feel like part of the family, and children are made to feel as comfortable as they would feel at home.

### *Kids Come First Child Care Centre of Vaughan (Thornhill, ON)*

See under "Consistently High-performing Agencies."

### *The Children's Garden Nursery School (Pembroke, ON)*

The Children's Garden began as a parent co-operative nursery school in 1983 in the basement of a church with six children, their families, and one early childhood educator. In 1995 the group acquired their own building and are now an integrated nursery school, welcoming all children of all abilities. Originally licensed for pre-school children from 1½ to 5 years of age, this year the Children's Garden extended its services for 6- to 12-year-old children to accommodate increasing demands for before and after school care. It also accommodates those older children with special needs who wish to use their unique Snoezelen room. This multi-sensory room originated in Holland as a non-threatening environment for children and adults with learning and developmental disabilities to enhance their quality of life.

The Children's Garden believes in the importance of parental involvement through active participation in their children's first school experience. The school's goal is to present a unique opportunity for mutual learning experiences—teachers, children, and parents learning together. Each child is provided with an environment that encourages optimum growth socially, emotionally, cognitively, and physically. Children are given freedom to experiment creatively in play, music, and art, and they are encouraged to take pride in their own personal accomplishments. In this environment, they will recognize the need for co-operation. The motto of the Children's Garden is "Come and Grow With Us."

## **Counselling Services**

### *Hospice of Waterloo Region (Kitchener, ON)*

The Hospice of Waterloo Region is a charitable organization founded in 1993 to provide hospice palliative care to those facing terminal illness. Its core service is to train and prepare client support volunteers, and then match them with individuals of any age with any terminal illness. These specially trained volunteers help people affected by terminal illness prepare for and cope with death by providing a compassionate presence, practical support, and education. Over the past year, the hospice's Client Service Support Visiting Program has supported over 500 people through the use of 145 trained volunteers and children's programs. These volunteers commit over 10,000 hours a year to the hospice's clients, providing upwards of 4,000 individual support visits.

The support that volunteers offer is flexible in order to meet the needs of individuals. Support may include anticipatory grief and/or bereavement counseling, simple personal care, respite, and many other forms of emotional and physical support. The hospice's unique delivery of service is ev-

ident in several ways: its volunteers support the whole family, not just the person who is ill; they design individual care plans; they serve all ages; they accept all terminal illnesses; they provide continuity of care, throughout moves to hospital or hospice settings; and they provide all services free of charge. This care extends to friends and family members, helping them to care for their loved one and to care for themselves during times of grief. The Hospice of Waterloo Region's vision and response to community needs makes it one of the best hospice organizations in the country.

### *Sudbury Action Centre for Youth (Sudbury, ON)*

See under "Consistently High-performing Agencies."

### *York Region Abuse Program (Newmarket, ON)*

See under "Consistently High-performing Agencies."

## Crisis Intervention

### *Distress Centre of Ottawa and Region (Ottawa, ON)*

The Distress Centre of Ottawa and Region was established in 1969 as a strong and vital partner in providing support services to the community in the areas of emotional well-being and mental health. Modeled after the Samaritan movement that was established in Great Britain to answer calls from those reaching out for help, the centre is available 24 hours a day, 7 days a week, to help individuals who are depressed, lonely, overwhelmed, or so distraught they're contemplating suicide.

The Distress Centre is in the business of helping people help themselves. To do so, it relies on a group of core volunteers who contribute nearly 2,000 hours of unpaid labour each month. The Distress Centre's strong volunteer focus is reflected in its mission statement: the agency "recognizes and values the vital role played by trained volunteers in providing the services offered, and actively supports them in their work." Its intensive volunteer training program, followed by ongoing supervision, professional development, and a touch of personal support have helped the Distress Centre keep the highest volunteer retention rate amongst similar agencies in Ontario. Nearly 100 people go through the Distress Centre's training program each year, spreading the life skills they learn far beyond the walls of the agency.

### *London Crisis Pregnancy Centre (London, ON)*

Established in 1990, the mission of the London Crisis Pregnancy Centre is to "empower individuals with accurate information regarding all of their opinions, including the provision of basic practical, emotional, and spiritual help to those in distress because of an unplanned pregnancy." The Centre serves individuals from every socio-economic background regardless of race, religion, or gender in a compassionate non-judgmental atmosphere. The agency cares for women in crisis as young as 13 and up to 45 years of age by providing free pregnancy tests, options counseling, pre-natal, post-natal, and post-abortion support, referrals to community resources, material support, ongoing emotional support, and spiritual guidance.

The success of the service is reflected in the many long-term commitments by staff and volunteers a direct result of their care and passion for the agency's work. The Centre carefully monitors all activity on a daily basis by tracking every interaction that takes place, be it crisis calls, client calls, follow-up calls, meetings, or presentations at schools. These data give the board and stakeholders a view of the agency's activities and provide an accurate tool to perform a thorough review and analysis while providing the foundation for many of the agency's new initiatives. By analyzing information from every client intake record, the Centre is able to recognize and respond to developing trends in the community and determine where services many need to be revised.

### *Sarnia-Lambton Rebound (Sarnia, ON)*

See under "Consistently High-performing Agencies."



## Prevention & Treatment of Substance Abuse

### *Fraser Recovery Program (Quebec City, QC)*

Fourteen years ago, the assistant academic dean of a local college began to uncover the underlying problems that were the cause of low academic performance for some of his students. Recognizing the lack of drug and alcohol treatment services for the youth in his community, he studied addiction and its treatment and began working on a voluntary basis with these youth. With the support of another volunteer, the Fraser Recovery Program was founded, growing into an organization offering 24-hour-a-day support services at facilities in Quebec City and a recovery camp in a remote area.

The Fraser Recovery Program's mission is to help young Quebecers with drug and alcohol addiction problems to cease their abuse and arrest their disease through a program of prevention, awareness, and recovery. The goal may be described as trying to keep teenagers sober, at home, and in school. Using volunteer services, the Fraser Recovery Program also encourages clients to give back some of what the community has given them by volunteering at book fairs, community Christmas hamper drives, and giving substance abuse prevention talks in schools. By demonstrating the benefits of living sober, these client-volunteers demonstrate the agency's mission in the community, setting an example and offering hope to the addicted youth still suffering.

### *InnerVisions Recovery Society (Port Coquitlam, BC)*

InnerVisions Recovery Society was founded as a men's drug and alcohol treatment Centre in 1991 to provide guidance, support, and care for all people affected by addiction. Its recovery programs are based on integrated, holistic approaches. Recognizing the enormous need in the community for services for women, in 1999 InnerVisions opened a

women's drug and alcohol treatment centre. InnerVisions caters to the client who has "fallen through the cracks," the individual who has failed short-term treatment, who has recently been diagnosed HIV-positive, or who needs more than outpatient care. InnerVisions believes that no one should be overlooked and that when the window of opportunity opens, an addict should have access to immediate assistance.

Both the society's men's and women's residential programs are intensive, requiring a minimum residency of 60 days. Through its rigorous volunteer program, InnerVisions also generates educated "peer counselors" able to intervene and pass on valuable information to others caught in similar circumstances of chemical dependence, homelessness, and shattered families. Because all volunteers share a history of substance abuse and triumph over addiction, they offer hope to new clients. Recognizing that addiction severely affects the entire family, InnerVisions also recently launched a family program to improve family involvement in the recovery process. This program equips the entire family with the same information regarding addiction and gives the family a chance to reconnect in a meaningful way.

### *Simon House Residence Society (Calgary, AB)*

See under "Consistently High-performing Agencies."

### *Sudbury Action Centre for Youth (Sudbury, ON)*

See under "Consistently High-performing Agencies."

## **Provision of Basic Necessities**

### *Alice Housing (Dartmouth, NS)*

For the past 21 years, Alice Housing has provided safe and secure housing in confidential locations throughout the region for women and children who are survivors of abuse. It provides affordable housing, security systems, and support services to women and their families through this difficult transition stage. Alice Housing provides appropriate community and agency services including information and support to women in their search for education, employment, training, legal services, programs, professional services, and self help groups. Through a family counselling program, the organization provides women with the opportunity to overcome the effects of violence, to deal with the past, to address the present, and plan for their future. It also provides a number of programs, workshops, and activities for both women and children through a drop-in centre.

Alice Housing offers a supportive environment in which healing can begin and women can begin to make positive changes in their lives and the lives of their children. Because the organization closely monitors where women and their families move once they have completed the program, Alice Housing knows that 92 percent do not return to their abuser.

### *Calgary Inter-Faith Food Bank Society (Calgary, AB)*

The Calgary Inter-Faith Food Bank Society was founded in 1983 by a small group of volunteers to support families in the community who were struggling during the recession. Since then, it has become the largest provider of food hampers in the city, sharing food supplies with similar agencies throughout the city and providing a hub for food distribution throughout Western Canada. Relying solely on the support of Calgarians, the food bank continues to be a volunteer-driven organization, enlisting more than 80 volunteers to take care of over 90 percent of daily operations. In 2003-2004 over 3,500 people contributed over 107,000 hours

of their valuable time to assist in meeting the demand for the food bank's services.

As a crisis facility, the society's mandate is to help only those in an emergency situation. All clients of the food bank are screened for eligibility, and those who qualify may access the food bank a maximum of six times a year, never more than once in 30 days. Clients who need help more than once must go through a screening process each time they request help. In the past year, this screening process has been modified to incorporate a more formal and earlier strategy of referencing other intervention resources in an effort to address crisis-causing situations. The Calgary Inter-Faith Food Bank believes that appropriate application and intervention will give people the tools to make life-altering choices. Their emergency service is seen not as a way of life, but a stepping-stone to a brighter future.

### *Inner City Home of Sudbury (Sudbury, ON)*

The Inner City Home of Sudbury opened in April 1986 as a place where those in need could tell their story to a caring volunteer. It soon began operating an emergency food bank, which was the drawing card that brought those in need to the home's door. Since then, the organization has grown slowly and steadily, adding services such as life management courses and crisis counselling. Serving the specific crises needs of anyone in the community, it attempts to fill the loopholes in the system with food and hospitality. Clients learn to recognize their own needs, develop self-love, self-esteem, and self-respect.

The Inner City Home of Sudbury attributes its success largely to the fact that it tries never to lose sight of its mission statement: "We recognize the dignity of every person. We feed the hungry, in crisis. We give counseling and aid when needed to those who fall between the gaps in the social system." Keeping the mission statement foremost in their daily work keeps the service providers on track and sets them apart from others who do similar work in their community.

## Services for People with Disabilities

*Community Living Campbellford/Brighton  
(Campbellford, ON)*

See under “Consistently High-performing Agencies.”

*Multiple Sclerosis Society of Canada—Calgary  
Chapter (Calgary, AB)*

See under “Consistently High-performing Agencies.”

*Vernon Disability Resource Centre (Vernon, BC)*

Offering programs and services for people with a variety of disabilities, the Vernon Disability Resource Centre has been a registered charity since 1993. Its mission is to create sustainable community links, to work for societal change, and to remove barriers so that people with disabilities have the opportunity to realize their full potential. The Centre is community based, cross-disability, and consumer driven. It exists to empower and support individuals to access community resources. It accomplishes this through information provision, referral, peer support, skill development, research, and direct services. Its peer support program provides an accessible, friendly environment where people can join social and recreational activities. This program encourages the union of people experiencing various disabilities.

The Centre is guided by the Independent Living Philosophy, an alternative to the traditional medical/rehabilitation service-delivery model, which promotes and encourages an attitude of self-direction in consumers, risk-taking, and informed choice. By recruiting people with disabilities as volunteers, the Centre’s mission is brought to life by demonstrating the ability and contribution people with disabilities make to their community. In addition, the agency is able to practice flexible and innovative job accommodations to maximize the potential of volunteers with disabilities.

## Services for Seniors

*Alzheimer Society of Thunder Bay  
(Thunder Bay, ON)*

See under “Consistently High-performing Agencies.”

*Hospice Saint John & Sussex (Saint John, NB)*

Hospice Saint John & Sussex was established in 1983 to provide free, non-medical programs and services to people living with a terminal illness and families coping with loss. It works in partnership with medical colleagues as core members of an interdisciplinary health care team to ease suffering and improve the quality of living and dying. With a core staff of three and over 170 volunteers, Hospice Saint John & Sussex provides quality care to approximately 400 dying people and their families yearly.

Senior staff and volunteer leaders of this organization are also active in their field of social service at national, provincial, and local levels. They have been involved in national planning initiatives in their field of work, and are members of a local community coalition that brings together key people to review their care on a regular basis. Being connected to what’s happening in their field at these levels gives the Hospice staff and volunteers the most current and accurate information on the issues, opportunities, and future needs of the people they serve. They use this information to ensure that their values, goals, mission, vision, and operations are relevant and appropriate. Continuous quality improvement is an everyday activity of the organization.

*Yee Hong Centre for Geriatric Care  
(Scarborough, ON)*

The mission of the Yee Hong Centre is to develop quality services and facilitate community building to enable seniors of different backgrounds and needs to live their lives to the fullest, in the healthiest, most dignified way. The Centre was established in 1994 to provide culturally and linguistically appropriate long-term care for seniors. Since its establishment the Centre has reached out to enable over 10,000 seniors and their families.

One way the Yee Hong Centre enables seniors and their families is through their Congregate Dining Program. Established in 1997 to enable frail seniors to live in their homes longer and healthier, this program promotes seniors’ healthy living and reduces social isolation and emotional solitude by bringing them together in a setting where connectedness is encouraged. This past year the Congregate Dining Program was supported by 24 dedicated volunteers who donated over 4,180 hours and served 6,159 meals to 359 seniors in six locations over five regions. These volunteers contribute greatly to improving the quality of life for seniors through their active involvement in committee work, including continuous quality improvement, accreditation and program planning committees, as well as program evaluation projects. In addition, these volunteers are a significant source of financial support: last year over 500 volunteers contributed 22 percent of the Congregate Dining Program revenue.

## Traditional Education

### *Cornwall Alternative School (Regina, SK)*

See under “Consistently High-performing Agencies.”

### *Sonrise Christian Academy (Picton, ON)*

The Sonrise Christian Academy was founded in 1986 by members of the First Baptist Church in Picton, Ontario, with a goal to give parents an alternative form of education for their children and to minister to the children of Prince Edward County. It first operated in the church building on King Street, but as interest grew throughout the wider Christian community, it expanded into larger accommodations. Over the past 17 years, the school has matured. It has been the beneficiary of several supportive denominations in the local Christian community. The Board is typically composed of members of those various denominations.

Being a parent-run school, tuition is a two-part obligation at Sonrise: time and money. Each parent is expected to uphold the Academy spiritually and financially to the best of their ability.

Delivering quality education that equips students for the real world in the twenty-first century both academically and spiritually, the Academy strives to build a supportive relationship between the school, parents, community, and church. The school is dedicated to providing each child with Christ-like attitudes. Working together with the family, Sonrise strives to meet the children’s needs academically, spiritually, socially, and emotionally.

### *Trenton Christian School Society (Trenton, ON)*

The Trenton Christian School Society is a multi-denominational Christian elementary school incorporated in 1954. It is operated as an independent, parentally-controlled society with no affiliation with any specific church or denomination. The school provides a quality, Christ-centred education in a nurturing environment to children of the Christian community. After 40 years and numerous expansions, all available space was exhausted and the school society approved the construction of a state-of-the-art educational facility on 20 acres of land in a rapidly-expanding urban community. The enlarged facility provides space and physical resources for the visionary programs designed to meet the needs of the students in the new millennium.

The school operates with limited resources in a predominantly blue-collar community in Ontario. Unlike independent schools in other provinces, the school receives next to no government support: parents pay school taxes in addition to tuition costs. Strong volunteer support contributes significantly in carrying out the school’s mission. Volunteers play a significant role in operating the school and providing a productive learning environment, contributing 9,648 hours of volunteer time in 2003-2004—an average of 77 hours of volunteer support per family per year.

## APPENDIX A: Awards Program Finalists by Category, 1998–2004

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### Alternative Education

Big Brothers and Big Sisters of West Island  
Contact: Gloria Coulter, Executive Director  
16647 Hymus Blvd, Kirkland, QC H9H 4R9  
Ph: (514)-694-6100 Fax: (514)-694-2625  
Email: bbbsofwi@aol.com

*Category Award Recipient in 2004*

Continuing On in Education  
Contact: Sandra Burgess, Executive Director  
118 Dundas St. East, Belleville, ON K8N 1C4  
Ph: (613) 962-8350 Fax: (613) 962-5171  
Email: cont\_on\_in\_ed@hotmail.com

Community Resource Centre of Goulburn, Kanata  
& West Carleton

Contact: Rhona Scoffield, Manager Communica-  
tions and Fundraising  
2 MacNeil Court, Kanata, ON K2L 2N2  
Ph: (613) 591-3686 Fax: (613) 591-2501  
Email: scoffield@communityresourcecentre.ca  
Website: www.communityresourcecentre.ca  
*Category Award Recipient in 2001*

Moncton Crisis Pregnancy Centre  
Contact: Isabelle Slater, Executive Director  
27 John St., PO Box 1208, Moncton, NB E1C 8P9  
Ph: (506) 857-3039 Fax: (506) 861-1199  
Email: cpchelp@fundy.net  
Website: <http://user.fundy.net/cpchelp/>

Niagara Regional Literacy Council  
Contact: Chris Andres, Executive Director  
3 Great Western Street, St. Catharines, ON L2S 2K3  
Ph: (905) 687-8299 Fax: (905) 687-8040  
Email: candres@cogeco.net  
Website: <http://home.cogeco.net/~nrlc>

Sarnia-Lambton Rebound  
Contact: Mary Ellen Warren, Executive Director  
180 N College St., Room 104, Sarnia, ON N7T 7X2  
Ph: (519) 344-2841 Fax: (519) 344-8024  
Email: mew@reboundonline.com  
Website: www.reboundonline.com  
*Category Award Recipient in 2003*

Parkgate Community Services  
(formerly Seymour Community Services Society)  
Contact: Anne Mooi, Executive Director  
3625 Banff Court, North Vancouver, BC V7H 2Z8  
Ph: (604) 983-6350 Fax: (604) 983-6357  
Email: mooia@northvanrec.com  
Website: www.myparkgate.com  
*Category Award Recipient in 2002*

York Region Abuse Program (YRAP)  
Contact: Lynn Huizer, Executive Director  
17705 Leslie St., Unit 12, Newmarket, ON L3Y 3E3  
Ph: (905) 853-3040 Fax: (905) 853-1023  
Email: yrap@yrap2.org  
Website: www.yrap2.org  
*Category Award Recipient in 1999 and 2000*

### Child Care Services

Big Brothers Big Sisters of Victoria  
Contact: Janet Champion, Acting Executive Director  
230 Bay Street, Victoria, BC V9A 3K5  
Ph: (250) 475-1117 Fax: (250) 475-1197  
Email: executivedirector@bbbsvictoria.com  
*Category Award Recipient in 2001 and 2003 (joint)*

Boys and Girls Club of Niagara  
Contact: Pam Blanchfield, Family Resource Manager  
6681 Culp Street, Niagara Falls, ON L2G 2C5  
Ph: (905) 357-2444 Fax: (905) 357-7401  
Email: pblanchfield@on.aibn.com  
*Category Award Recipient in 2003 (joint)*

Boys' and Girls' Clubs of Greater Vancouver  
Contact: Richard L. Ryan, Executive Director  
2875 St. George Street, Vancouver, BC V5T 3R8

Canada Place Childcare Society  
Contact: Gillian Richards, Director  
Box 230, 9700 Jasper Avenue, Edmonton, AB T5J 4C3  
Ph: (780) 429-3033 Fax: (780) 497-7960

Centre Youville Centre Ottawa-Carleton Inc.  
Contact: Judith Sarginson, Executive Director  
150 Mann Ave., Ottawa, ON K1N 8P4  
Ph: (613) 231-5150 Fax: (613) 231-5150  
Email: director@youvillecentre.com  
Website: www.youvillecentre.com  
*Category Award Recipient in 1999*

Chatham-Kent Family YMCA  
Contact: Wayne Kroeker, Executive Director  
335 King St. West, Chatham, ON N7M 1G2  
Ph: (519) 352-0950 Fax: (519) 352-8620

Community Resource Centre of Goulbourn,  
Kanata & West Carleton  
(Now Western Ottawa Community Resource Centre)  
Contact: Rhona Scoffield, Manager Communica-  
tions and Fundraising  
2 MacNeil Court, Kanata, ON K2L 2N2  
Ph: (613) 591-3686 Fax: (613) 591-2501  
Email: scoffield@communityresourcecentre.ca  
Website: www.communityresourcecentre.ca  
*Category Award Recipient in 2001*

Girl Guides of Canada  
Contact: Melanie Gaertner, National Fund Devel-  
opment Coordinator  
50 Merton Street, Toronto, ON M4S 1A3  
Ph: (416) 487-5281 Fax: (416) 487-5570  
Email: gaertnerm@girlguides.ca  
Website: www.girlguides.ca

Kids Come First Childcare Centre of Vaughan  
Contact: Maxine Roness, Director  
40 New Westminster Drive, Thornhill, ON L4J 7Z8  
Ph: (905) 660-3467 Fax: (905) 660-4437  
Email: starmyst@hotmail.com  
*Category Award Recipient in 2002 and 2004*

Kitsilano Area Childcare Society  
Contact: Kerry Tamm, Head Supervisor  
2041 West 6th Ave. Vancouver, BC V6J 1R8  
Ph: (604) 732-6327 Fax: (604) 732-6327  
*Category Award Recipient in 2000*

Regina Big Brothers Association  
Contact: Linda Murray, Program Director  
1750 McAra Street, Regina, SK S4N 6L4

Southwest Day Care Centre Inc.  
Contact: Lucille Gilliland, Executive Director  
504 – 4 Ave. SW, Moose Jaw, SK S6H 5V7  
Ph: (306) 693-6688 Fax: (306) 693-6688  
Email: swdc\_elc@lycos.com

The Children's Garden Nursery School  
Contact: Benita Richardson  
375 Doran Street, Pembroke, ON K8A 4N3  
Ph: (613) 735-2259 Fax: (613) 735-2259  
Email: benheart@webhart.net

Welcome Baby Support Program  
Contact: Executive Director  
301 Lanor Avenue, Etobicoke, ON M8W 2R1  
Ph: (416) 251-7010 Fax: (416) 251-7007  
*Category Award Recipient in 1998*

## Counselling Services

### Breast Cancer Action

Contact: Susan Richardson, Program Manager  
Riverside Mall, 739A Ridgewood Avenue, Ottawa,  
ON K1V 6M8

Ph: (613) 736-5921 Fax: (613) 736-8422

Email: info@bcaott.ca

Website: www.bcaott.ca

### Canadian Porphyria Foundation

Contact: Lois Aitken, Executive Director

PO Box 1206, Neepawa, MB R0J 1H0

Ph: (204) 476-2800 Fax: (204) 476-2800

Website: www.cpf-inc.ca

### Hospice of Waterloo Region

Contact: Kristen Porritt, Executive Director

544 Park Street, Kitchener, ON N2G 1P1

Ph: (519) 743-4114 Fax: (519) 743-7021

Email: kristen@hospicewaterloo.ca

Website: www.hospicewaterloo.ca

### Sarnia-Lambton Rebound

*See under Alternative Education for contact information*

**Category Award Recipient in 1998 and 1999**

**Overall Award Recipient in 1998**

### Sudbury Action Centre for Youth

Contact: Marlene Gorman, Executive Director

105 Elm Street, Sudbury, ON P3C 1T3

Ph: (705) 673-4396 Fax: (705) 673-0798

Email: sacy.ca@cyberbeach.net

**Category Award Recipient in 2002**

### Together We Can Drug & Alcohol Recovery & Education Society

Contact: Bob Waring, Executive Director

2831 Kingsway, Vancouver, BC V5R 5H9

Ph: (604) 451-9854 Fax: (604) 451-8863

### Vernon & District Hospice Society

Contact: Brenda Thorlakson, Executive Director

3506 – 27 Ave. Vernon, BC V1T 1S4

Ph: (250) 503-1800 Fax: (250) 503-1844

Email: vhospicedir@shaw.ca

**Category Award Recipient in 2000 and 2001**

### Women's Information and Support Centre of Halton

Contact: Melvina Walter, Co-Director

1515 Rebecca Street, Ste. 210, Oakville, ON L6L 5G8

Ph: (905) 847-9104 Fax: (905) 847-7413

Website: www.haltonwomenscentre.org

### YMCA of Sarnia Lambton

Contact: Jenny Mott, General Manager, Financial  
Development

1015 Finch Drive, Sarnia, ON N7S 6G5

Ph: (519) 336-9622, 228 Fax: (519) 336-7818

Email: jenny\_mott@ymcasar.org

Website: www.ymcasar.org

**Category Award Recipient in 2003**

### York Region Abuse Program

*See under Alternative Education for contact information.*

## Crisis Intervention

### Big Sisters of Kitchener-Waterloo & Area

Contact: Nora Whittington, Executive Director

37 Allen Street West, Waterloo, ON N2L 1C9

Ph: (519) 743-5206 Fax: (519) 743-2647

Email: admin@bigsisterskw.org

Website: www.bigsisterskw.org

### Crisis Intervention & Suicide Prevention Centre of BC

Contact: Ian Ross, Executive Director

763 East Broadway, Vancouver, BC V5T 1X8

Ph: (604) 872-1811 Fax: (604) 879-6216

Email: info@crisiscentre.bc.ca

Website: www.crisiscentre.bc.ca

**Category Award Recipient in 2003**



Distress Centre of Ottawa and Region  
Contact: Judy Grunwald, Financial and Scheduling Administrator  
PO Box 3457, Station C, Ottawa, ON K1Y 4J6  
Ph: (613) 238-1089 Fax: (613) 722-5217  
Email: jgrunwald@dcottawa.on.ca  
Website: www.dcottawa.on.ca

Evangel Hall  
Contact: David J. Smith, Executive Director  
573 Queen St. W, Box 309, Stn. B, Toronto, ON  
Ph: (416) 504-3563 Fax: (416) 504-8056  
Email: david.smith@evangelhall.ca  
Website: www.evangelhall.com

London Crisis Pregnancy Centre  
Contact: Cheryl Thomas, Executive Director  
261 Piccadilly St., London, ON N6A 1S3  
Ph: (519) 432-2073 Fax: (519) 432-7030  
Email: londoncpc@webgate.net  
Website: www.webgate.net/~londoncpc

Moncton Crisis Pregnancy Centre  
*See under Alternative Education for contact information.*

Sarnia-Lambton Rebound  
*See under Alternative Education for contact information.*  
**Category Award Recipient in 2000, 2001, 2002, and 2004**  
**Overall Award Recipient in 2000 (joint) and 2004 (joint)**

York Region Abuse Program  
*See under Alternative Education for contact information.*

## **Prevention and Treatment of Substance Abuse**

Fraser Recovery Program  
Contact: Hugh Fraser, Director  
1270 Chemin Sainte Foy, Quebec, QC G1S 2M4  
Ph: (418)-683-9274 Fax: (418)-681-9265  
Email: info@hollandcentre.ca

Inner Visions Recovery Society  
Contact: Cory Wint, Director  
1937 Prairie Ave., Port Coquitlam, BC V3B 1V5  
Ph: (604) 468-2032 Fax: (604) 942-0517  
Email: innervisionsrecovery@telus.net  
Website: www.innervisionsrecovery.com

Julien House/Westminster House  
Contact: Grace Wood, Director  
120,720-6 Street, New Westminster, BC V3L 3C5  
Ph: (604) 524-5633 Fax: (604) 524-4633  
**Category Award Recipient in 2000**

Last Door Recovery Society  
Contact: Louise Cooksey, Administrator  
323-8th Street, New Westminster, BC V3M 3R3  
Ph: (604) 525-9771 Fax: (604) 525-3896  
Website: www.lastdoor.org

Recovery Acres (Calgary) Society  
Contact: John La Forest, Executive Director  
1835-27 Ave. SW, Calgary, AB T2T 1H2  
Ph: (403) 245-1196 Fax: (403) 244-4019  
Email: recovery@recoveryacres.org  
Website: www.recoveryacres.org

Regent Park Focus Community Coalition Against Substance Abuse  
Contact: Beryl Tsang, Executive Director  
600 Dundas Street East, Toronto, ON M5A 2B9

Simon House Residence Society  
Contact: Mark Brunton, President and Chief Executive Officer  
5807 Bowness Rd. NW, Calgary, AB T3B 0C5  
Ph: (403) 247-2050 Fax: (403) 247-2104  
Email: simhouse@simonhouse.com  
Website: www.simonhouse.com  
**Category Award Recipient in 1998, 2003, and 2004**  
**Overall Award Recipient in 2004 (joint)**

Sudbury Action Centre for Youth  
*See under Counselling for contact information.*  
**Category Award Recipient in 2002**

Together We Can Drug & Alcohol Recovery & Education Society

Contact: Bob Waring, Executive Director  
2831 Kingsway, Vancouver, BC V5R 5H9  
Ph: (604) 451-9854 Fax: (604) 451-8863

Women's Addiction Recovery Mediation  
Contact: Kathy Sherk, Business Administrator  
660 Garrison Road, Fort Erie, ON L2A 6E2  
Ph: (905) 871-9195 Fax: (905) 871-3359

Email: warm@becon.org

**Category Award Recipient in 2000**

Wood's Homes

Contact: Jane Matheson, CEO  
805 – 37 St. NW, Calgary, AB T2N 4N8  
Ph: (403) 270-4102 Fax: (403) 283-9735  
Website: www.woodshomes.com

**Category Award Recipient in 1999 and 2001**

YMCA of Greater Toronto

Contact: Trevor Roberts, Director, Annual Giving  
42 Charles St. East, Toronto, ON M4Y 1T4  
Ph: (416) 413-9622 Fax: (416) 413-9626  
Email: trevor.roberts@ymca.net

## **Provision of Basic Necessities**

AIDS Vancouver

Contact: Kim Hiebert, Co-Acting Executive Director  
1107 Seymour Street, Vancouver, BC V6B 5S8  
Ph: (604) 893-2226 Fax: (604) 893-2205

Email: kimh@aidsvancouver.org

Website: www.aidsvancouver.org

**Category Award Recipient in 1999 and 2001**

Alice Housing

Contact: Angela Power, Executive Director  
PO Box 333, Dartmouth, NS B2Y 3Y5  
Ph: (902) 466-8459 Fax: (902) 466-9808  
Email: alicehousing@ns.aliantzinc.ca

**Category Award Recipient in 2004 (joint)**

ALS Society of Manitoba

Contact: Diana Rasmussen, President  
2109 Portage Ave., N-108 North Pavilion Deer Lodge Centre,  
Winnipeg, MB R3J 0L3  
Ph: (204) 831-2104 Fax: (204) 885-4983  
Email: drasmussen@deerlodge.mb.ca

Boys' and Girls' Club of London

Contact: Jeff Duncan, Director of Employment & Support Services

184 Horton Street, London, ON N6B 1K8

Ph: (519) 434-9114 Fax: (519) 432-9306

Email: mbgc04@home.com

Calgary Inter-Faith Food Bank Society

Contact: Chris Harris, Chief Executive Officer

5000 – 11 St. SE, Calgary, AB T2H 2Y5

Ph: (403) 253-2059 Fax: (403) 259-4240

Email: james@calgaryfoodbank.com

Website: www.calgaryfoodbank.com

Elizabeth Fry Society of Greater Vancouver

Contact: Shawn Bayes, Executive Director

4th Floor, 402E. Columbia Street, New Westminster, BC V3L 3X1

Evangel Hall

*See under Crisis Intervention for contact information.*

Family Crisis Shelter  
Contact: Barbara Delisle, Executive Director  
PO Box 32008, Cambridge, ON N3H 5M2  
*Category Award Recipient in 1998*

Ph: (604) 682-6325 Fax: (604) 682-6327  
Email: director@alovingspoonful.org  
Website: www.alovingspoonful.org  
*Category Award Recipient in 2003*

Fife House  
Contact: Kenneth R. Gingerich, Director of Development  
571 Jarvis St., Second Floor, Toronto, ON M4Y 2J1  
Ph: (416) 205-9888 Fax: (416) 205-9919  
Email: kgingerich@fifehouse.org  
Website: www.fifehouse.org  
*Category Award Recipient in 2000*

YMCA of Sarnia Lambton  
Contact: Jenny Mott, General Manager, Financial Development  
1015 Finch Drive, Sarnia, ON N7S 6G5 Ph: (519) 336-9622 Fax: (519) 336-7818  
Email: jenny\_mott@ymcasar.org  
Website: www.ymcasar.org  
*Category Award Recipient in 2002*

Foodpath (Interfaith Peel Association to Tackle Hunger)  
Contact: Anne Hunter, Executive Director  
600 Orwell Street, Unit 29, Mississauga, ON L5A 3V7

### **Services for People with Disabilities**

Inner City Home of Sudbury  
Contact: Mary Ali, Executive Director  
251 Elm Street, Sudbury, ON P3C 1V5  
Ph: (705) 675-7550 Fax: (705) 675-1652  
Email: ichos@isys.ca

Alberta Northern Lights Wheelchair Basketball Society  
Contact: Paul Conrad, General Manager  
6792 – 99 Street, Edmonton, AB T6E 5B8  
Ph: (780) 433-4310 Fax: (780) 431-1764  
Email: paul@albertanorthernlights.com  
Website: www.albertanorthernlights.com  
*Category Award Recipient in 1998*

Metro Food Bank Society  
Contact: Dianne Swinemar, Executive Director  
213 Bedford Highway, Halifax, NS B3M 2J9  
Ph: (902) 457-1900 Fax: (902) 457-4500  
Email: dianneswinemar@metrofoodbank.org  
Website: www.metrofoodbank.org  
*Category Award Recipient in 2002*

Canadian Mental Health Association, Halifax Branch  
Contact: Carol Isenor, Executive Director  
Rm. 216, 2786 Agricola St., Halifax, NS B3K 4E1  
Ph: (902) 455-5445 Fax: (902) 455-7858

Second Base (Scarborough) Youth Shelter  
Contact: Ken Koffman, Executive Director  
702 Kennedy Road, Scarborough, ON M1K 2B5  
Ph: (416) 261-2733 Fax: (416) 261-2739

Community Living Campbellford/Brighton  
Contact: Chris Grayson, Executive Director  
Box 414, 99 Centre Street, Campbellford, ON K0L 1L0  
Ph: (705) 653-1821 Fax: (705) 653-5738  
Email: cdacl@accel.net  
Website: www.communitylivingcampbellford.com  
*Category Award Recipient in 2002 and 2003*  
*Overall Award Recipient in 2003*

Vancouver Meals Society (A Loving Spoonful)  
Contact: Sue Moen, Executive Director  
Suite 100, 1300 Richards Street, Vancouver, BC V6B 3G6

Multiple Sclerosis Society of Canada—Calgary Chapter

Contact: Mark Wolff, Executive Director  
Suite 100, 2421 – 37 Ave. NE, Calgary, AB T2E 6Y7  
Ph: (403) 250-7090 Fax: (403) 250-8937  
Email: info@mscalgary.org  
Website: www.mscalgary.org

*Category Award Recipient in 2000, 2001 (joint), and 2004*

*Overall Award Recipient in 2000 (joint)*

Multiple Sclerosis Society of Canada—Timmins Chapter

Contact: Nicole St. Aubin, Administrator and Fundraiser  
PO Box 1101, Timmins, ON P4N 7H9  
Ph: (705) 268-8631 Fax: (705) 268-8632  
Email: mstims@ntl.sympatico.ca

Norfolk Association for Community Living  
Contact: Linda Newbery, Resource Manager

644 Ireland Rd., Simcoe, ON N3Y 4K2  
Ph: (519) 426-5000 Fax: (519) 426-5744  
Email: nacl@dhagencies.on.ca

Website: <http://www.nacl.ca/>

*Category Award Recipient in 1999 and 2001 (joint)*

Saskatchewan Abilities Council

Contact: Kirsti Clarke, Director  
2310 Louise Avenue, Saskatoon, SK S7J 2C7  
Ph: (306) 374-4448 Fax: (306) 373-2665

Vernon Disability Resource Centre

Contact: Laura Hockman, Executive Director  
#107 - 3402 27th Ave, Vernon, BC V1T 1S1  
Ph: (250)-545-9292 Fax: (250)-545-9226  
Email: vdrc@shaw.ca  
Website: [www.vdrc.ca/](http://www.vdrc.ca/)

Victoria County Association for Community Living  
Contact: Brenda Graham, Community Relations Coordinator

33 Lindsay Street South, PO Box 84, Lindsay, ON K9V 4R8

Victorian Order of Nurses, Corner Brook

Contact: Elaine Fost, Coordinator  
29 Wellington Street, Corner Brook, NL A2H 5H5  
Ph: (709) 634-6736 Fax: (709) 634-2517  
Email: voncornerbrook@nf.sympatico.ca

## **Services for Seniors**

Alzheimer Society of Thunder Bay

Contact: Kim Morgan, Executive Director  
180 Park Avenue, Suite 310, Thunder Bay, ON P7B 6J4

Ph: (807) 345-9556 Fax: (807) 345-1518

Email: [info@alzheimerthunderbay.ca](mailto:info@alzheimerthunderbay.ca)

Website: [www.alzheimerthunderbay.ca](http://www.alzheimerthunderbay.ca)

*Category Award Recipient in 2001*

*Overall Award Recipient in 2001*

Etobicoke Services for Seniors

Contact: Dolores Ellerker, Executive Director  
1447 Royal York Road, Etobicoke, ON M9P 3V8  
Ph: (416) 243-0127 Fax: (416) 243-7987

Email: [agency@etobicokeseniors.org](mailto:agency@etobicokeseniors.org)

Website: [www.etobicokeseniors.org](http://www.etobicokeseniors.org)

*Category Award Recipient in 2002*

Hospice of Saint John & Sussex

Contact: Sandy Johnson, Executive Director  
Saint John Regional Hospital,  
PO Box 2100, 3B North, Saint John, NB E2L 4L2  
Ph: (506) 632-5593 Fax: (506) 632-5592

Email: [hospice@nb.aibn.com](mailto:hospice@nb.aibn.com)

Website: [www.hospicesj.com](http://www.hospicesj.com)

*Category Award Recipient in 2004*

Horton Street Seniors' Centre  
Contact: Kathy Kosatchenko, Director  
184 Horton Street, London, ON N6B 1K8

Mid-Toronto Community Services  
Contact: Kaarina Luoma, Executive Director  
192 Carlton Street, 2nd Floor, Toronto, ON M5A 2K8  
Ph: (416) 962-9449 Fax: (416) 962-5541  
Email: kluoma@midtoronto.com

National Council of Jewish Women of Canada,  
Toronto Section  
Contact: Terry Winston, Executive Director  
4700 Bathurst Street, North York, ON M2R 1W8  
Ph: (416) 633-5100 Fax: (416) 633-1956

Parkgate Community Services  
(formerly Seymour Community Services Society)  
*See under Alternative Education for contact information.*  
**Category Award Recipient in 2003**

St. Joseph's Villa  
Contact: Paul O'Krafka, Executive Director  
56 Governor's Road, Dundas, ON L9H 5G7  
Ph: (905) 627-9011 Fax: (905) 628-0825  
Email: pokrafka@sjv.on.ca  
Website: www.sjv.on.ca  
**Category Award Recipient in 1999 and 2000**  
**Overall Award Recipient in 1999**

Sunshine Centres for Seniors  
Contact: Anita McGrath, Executive Director  
117 Bloor St. E., PO Box 849, Station F, Toronto, ON  
M4Y 2N7  
Ph: (416) 924-3979 Fax: (416) 924-8847  
Email: sunshinecentres@on.aibn.com

The Dorothy Ley Hospice  
Contact: Dan Dempster, Executive Director  
170 Sherway Drive, #3, Toronto, ON M9C 1A6  
Ph: (416) 626-0116 Fax: (416) 626-7285  
**Category Award Recipient in 1998**

Victorian Order of Nurses, Corner Brook  
*See under Services for People with Disabilities for contact information.*

Yee Hong Centre for Geriatric Care  
Contact: K.Y. Liu, Director of Social Services  
2311 McNicoll Avenue, Scarborough, ON M1V 5L3  
Ph: (416)-321-6333 Fax: (416)-321-6313  
Email: ky.liu@yeehong.com

## **Traditional Education**

Cornwall Alternative School  
Contact: Eunice Cameron, Principal, CEO  
40 Dixon Cres., Regina, SK S4N 1V4  
Ph: (306) 522-0044 Fax (306) 359-0720  
Email: eunice.ca@sk\_sympatico.ca  
**Category Award Recipient in 1998, 2000, 2002, 2003,  
and 2004**  
**Overall Award Recipient in 2002**

Dartmouth Literacy Network  
Contact: Sandra Hawrylak, Executive Director  
Box 1004, 300 Pleasant Street, Dartmouth, NS  
B2Y 3Z9

East York Learning Experience  
Contact: Gail McCullough, Director  
266 Donlands Ave. Toronto, ON M4J 5B1  
Ph: (416) 425-2666 Fax: (416) 425-0682

Lakeview Montessori School  
Contact: Janice Mayhew, Principal  
13797 Riverside Drive East, St. Clair Beach, ON  
N8N 1B5  
Ph: (519) 735-5005 Fax: (519) 735-7462

London Parental Christian School  
Contact: Evelyn de Vries, Trustee  
202 Clarke Road, London, ON N5W 5E4  
Ph: (519) 455-0360 Fax: (519) 455-6717  
Email: lpcs@skynet.ca  
Website: www.lpcs.on.ca

Society for Christian Education in Southern Alberta  
Contact: Ed DeYoung, Principal  
802 – 6 Ave North, Lethbridge, AB T1H 0S1  
Ph: (403) 328-4783 Fax: (403) 327-6333  
Email: ed.deyoung@christianed.ca  
Website: www.christianed.ca

Lynn Valley Parent Participation Preschool  
Contact: Leigh Koenigsfest, Resource Chair  
3250 Mountain Highway, North Vancouver, BC  
V7K 2H5  
Ph: (604) 985-5512 Fax: (604) 984-4027  
Email: lkoenigsfest@home.com  
***Category Award Recipient in 2001***

Sonrise Christian Academy  
Contact: Fred Lester, Treasurer  
58 Johnson St, Box 845, Picton, ON K0K 2T0  
Ph: (613)-476-7883 Fax: (613)-476-4202  
Email: sonrise@on.aibn.com

National Council of Jewish Women of Canada, Toronto Section  
*See under Services for Seniors for contact information.*

Toronto Heschel School  
Contact: Robyn Jacobson, Executive Director  
55 Yeomans Road, Toronto, ON M3H 3J7  
Ph: (416) 635-1876 Fax: (416) 635-1800  
Email: adminths@look.ca

Ottawa Waldorf School  
Contact: Margaret Antilla, President  
1 Goulbourn Street, Ottawa, ON K2S 1N9  
Ph: (613) 836-1547 Fax: (613) 831-4447  
Email: waldorf@cyberus.ca  
Website: www.waldorf.cyberus.ca

Trenton Christian School Society  
Contact: Elizabeth van Es, Bookkeeper  
340 Second Dug Hill Rd, RR#4, Trenton, ON  
K8V 5P7  
Ph: (613)-392-3600 Fax: (613)-392-6316  
Email: tcs@reach.net  
Website: www.reach.net/~tcs

Pickering Christian School  
Contact: Chris Quinn, Business Administrator  
162 Rossland Rd. East, Ajax, ON L1S 4S7  
Ph: (905) 427-3120 Fax: (905) 427-0211  
Email: chrisquinn@pickeringcs.on.ca

Western Ottawa Community Resource Centre  
(Formerly Community Resource Centre of Goulbourn, Kanata & West Carleton)  
*See under Alternative Education for contact information.*

## Appendix B: Suggested Resources

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Please note that neither The Fraser Institute nor the Donner Canadian Foundation endorse either the contents of the websites, the publications, or the organizations providing them. The resources are provided simply to assist any interested agencies in their pursuit of greater excellence and effectiveness.

### Recommended Internet Resources

The following Internet resources are provided for your information and convenience. The websites cover a wide array of topics from personnel management, to volunteering, to government policy, to board governance. We would appreciate it if you could forward to us any other websites that you feel are useful, or tell us about incorrect site addresses.

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ORGANIZATION/ASSOCIATION	WEB SITE
Alliance for Nonprofit Management	<a href="http://www.allianceonline.org">www.allianceonline.org</a>
American Institute of Philanthropy	<a href="http://www.charitywatch.org/">www.charitywatch.org/</a>
Association of Fundraising Professionals	<a href="http://www.afpnet.org">www.afpnet.org</a>
Association for Research on Nonprofit Organizations and Voluntary Action	<a href="http://www.arnova.org">www.arnova.org</a>
Axiom News	<a href="http://www.axiomnews.ca">www.axiomnews.ca</a>
Better Business Bureau (US)	<a href="http://www.bbb.org">www.bbb.org</a>
Better Business Bureau Wise Giving Alliance (US)	<a href="http://www.give.org">www.give.org</a>
BoardSource	<a href="http://www.boardsource.org">www.boardsource.org</a>
Bradley Center for Philanthropy & Civic Renewal	<a href="http://pcr.hudson.org">http://pcr.hudson.org</a>
Calgary Centre for Nonprofit Management	<a href="http://www.thecentre.ab.ca">www.thecentre.ab.ca</a>
Canada Customs and Revenue Agency	<a href="http://www.cra-adrc.gc.ca">www.cra-adrc.gc.ca</a>
Canadian Centre for Philanthropy	<a href="http://www.ccp.ca">www.ccp.ca</a>
Canadian Council of Better Business Bureaus	<a href="http://www.canadiancouncilbbb.ca">www.canadiancouncilbbb.ca</a>
Canadian Council of Christian Charities	<a href="http://www.cccc.org">www.cccc.org</a>
Canadian FundRaiser	<a href="http://www.canadianfundraiser.com">www.canadianfundraiser.com</a>
Canadian Institute of Chartered Accountants	<a href="http://www.cica.ca">www.cica.ca</a>
Carver Governance—Policy Governance Model	<a href="http://www.carvergovernance.com">www.carvergovernance.com</a>
Center for Effective Philanthropy	<a href="http://www.effectivephilanthropy.org">www.effectivephilanthropy.org</a>
Center for Excellence in Nonprofits	<a href="http://www.cen.org">www.cen.org</a>
Center on Nonprofits and Philanthropy	<a href="http://www.urban.org">www.urban.org</a>
Center for Nonprofit Management	<a href="http://www.cnmsocal.org">www.cnmsocal.org</a>
Center for Non-Profit Resources	<a href="http://www.cnpr.org">www.cnpr.org</a>
Charity Commission for England and Wales	<a href="http://www.charity-commission.gov.uk">www.charity-commission.gov.uk</a>
Charitynet (United Kingdom)	<a href="http://www.charitynet.org">www.charitynet.org</a>
Charity Village (Canada)	<a href="http://www.charityvillage.com">www.charityvillage.com</a>
Chronicle of Philanthropy	<a href="http://www.philanthropy.com">www.philanthropy.com</a>
Community Wealth Ventures (US)	<a href="http://www.communitywealth.com">www.communitywealth.com</a>
CompassPoint Nonprofit Services	<a href="http://www.compasspoint.org">www.compasspoint.org</a>
Council on Foundations	<a href="http://www.cof.org">www.cof.org</a>
Developing Human Resources in the Voluntary Sector (HRVS)	<a href="http://www.hrvs-rhsbc.ca">www.hrvs-rhsbc.ca</a>

ORGANIZATION/ASSOCIATION	WEB SITE
Free Management Library	<a href="http://www.managementhelp.org">www.managementhelp.org</a>
<a href="http://givingandvolunteering.ca">givingandvolunteering.ca</a>	<a href="http://www.nsgvp.org">www.nsgvp.org</a>
Independent Sector (US)	<a href="http://www.indepsec.org">www.indepsec.org</a>
Internet Nonprofit Center	<a href="http://www.nonprofits.org">www.nonprofits.org</a>
Leader to Leader Institute	<a href="http://www.pfdf.org">www.pfdf.org</a>
Manhattan Institute Center for Civic Innovation	<a href="http://www.manhattan-institute.org">www.manhattan-institute.org</a>
National Center for Charitable Statistics	<a href="http://www.nccs.urban.org">www.nccs.urban.org</a>
National Council of Nonprofit Associations	<a href="http://www.ncna.org">www.ncna.org</a>
National Quality Institute	<a href="http://www.nqi.ca">www.nqi.ca</a>
<a href="http://NonprofitsCan.ca">NonprofitsCan.ca</a>	<a href="http://www.nonprofitscan.ca">www.nonprofitscan.ca</a>
Nonprofit Genie (US)	<a href="http://www.genie.org">www.genie.org</a>
NonProfit Times (US)	<a href="http://www.nptimes.com">www.nptimes.com</a>
Peter F. Drucker Foundation (Canada)	<a href="http://www.innovation-award.ca">www.innovation-award.ca</a>
Philanthropic Foundations of Canada	<a href="http://www.pfc.ca">www.pfc.ca</a>
Philanthropy Roundtable	<a href="http://www.philanthropyroundtable.org">www.philanthropyroundtable.org</a>
Resource Centre for Voluntary Organizations	<a href="http://www.rcvo.org">www.rcvo.org</a>
Social Capital Partners	<a href="http://www.socialcapitalpartners.ca">www.socialcapitalpartners.ca</a>
Social Venture Partners Calgary	<a href="http://www.svpcalgary.org">www.svpcalgary.org</a>
Standards for Excellence Institute	<a href="http://www.standardsforexcellenceinstitute.org/">www.standardsforexcellenceinstitute.org/</a>
Volunteer Canada	<a href="http://www.volunteer.ca">www.volunteer.ca</a>
Voluntary Sector Forum	<a href="http://www.voluntary-sector.ca">www.voluntary-sector.ca</a>
Windsor-Essex Nonprofit Support Network	<a href="http://www.wensnet.org">www.wensnet.org</a>

## Other Directories

Jossey-Bass operates a Non-Profit Management Series catalog on the internet at <http://www.josseybass.com/WileyCDA/Section/id-2991.html> with a number of important publications ranging from board governance, to leadership, to innovation, to culture, to the need for organizational change.

The Non-Profit Genie website, [www.genie.org/pubs\\_index.htm](http://www.genie.org/pubs_index.htm) similarly acts as a bookshelf for managers of non-profit organizations with recommended “best” books in a host of different management areas including such publications as: Best Overview Book—*Developing Dynamic Boards: A Proactive Approach to Building Nonprofit Board of Directors* by James M. Hardy; Best on a Special Topic (Financial Statements)—*Understanding Nonprofit Financial Statements: A Primer for Board Members* by John Paul Dalsimer; and Best on a Special Topic

(Recruitment)—*How to Recruit Great Board Members* by Dorian Dodson.

The National Center for Charitable Statistics maintains a detailed bibliography of recommended publications available on the internet at <http://nccs.urban.org/pub3.htm>.

The Peter F. Drucker Foundation (US) has links to over 120 titles of interest in areas ranging from resource allocation, to strategic management, to staff and personnel issues, to effective organizational management. Available on the internet at [www.pfdf.org](http://www.pfdf.org).

Community Wealth Ventures has compiled a list of non-profit publications with a focus on social enterprise resources. The list includes both online and traditional publications, and is available online at [http://www.communitywealth.com/resources\\_links.htm#Publications](http://www.communitywealth.com/resources_links.htm#Publications).



## Recommended Publications

These publications cover a wide array of topics from evaluation and monitoring, to giving and volunteering, to board governance, to strategic management. Each publication is categorized alphabetically into one general topic area, although some publications are relevant to more than one area. We would appreciate it if you could forward to us any publications that we may have overlooked.

### Board Governance

- Bowen, William. 1994. *Inside the Boardroom: Governance by Directors and Trustees*. New York: Wiley.
- Carver, John. 1997. *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*. San Francisco: Jossey-Bass Publishers.
- Carver, John. 1997. *Reinventing Your Board*. San Francisco: Jossey-Bass Publishers.
- Herman, Robert D. 1991. *Executive Leadership in Nonprofit Organizations: New Strategies for Shaping Executive-Board Dynamics*. San Francisco: Jossey-Bass Publishers.
- Houle, Cyril Orvin. 1989. *Governing Boards: Their Nature and Nurture*. San Francisco: Jossey-Bass Publishers.
- Council on Accreditation of Services for Families & Children. 1991. *Standards for Agency Management and Service Delivery*. Council on Accreditation of Services for Families & Children. New York, NY.

### Evaluation and Monitoring

- Balfour, K. and V. Murray. 1999. *Evaluating Performance Improvement in the Non-Profit Sector: Challenges and Opportunities*. Altruvest Charitable Services, 1799 Argentia Road, Mississauga, Ontario (information@altruvest.com).
- Connor, Anne. 1993. *Monitoring & Evaluation Made Easy: A Handbook for Voluntary Organizations*. Edinburgh: HMSO.

Connor, Anne. 1993. *Report on Evaluation by Voluntary Organizations*. Edinburgh: HMSO.

### Financial

- American Institute of Philanthropy, *Charitable Rating Guide*. 4905 Del Ray Ave, Ste. 300, Bethesda, MD 20814. (301) 913-5200.
- Better Business Bureau—Philanthropic Advisory Services. *Standards for Charitable Solicitations*. 4200 Wilson Blvd, Arlington, VA 22203-1838. (703) 276-0100.
- Canadian Institute of Chartered Accountants. 1993. *Audits of Non-Profit Organizations*. Toronto.
- Fry, Robert P. 1998. *Nonprofit Investment Policies: Practical Steps for Growing Charitable Funds*. New York: Wiley.
- Gross, Malvern and Richard Larkin, et al. 2000. *Financial and Accounting Guide for Not-for-Profit Organizations*. New York: Wiley.
- McKinney, Jerome B. 1986. *Effective Financial Management in Public and Non-profit Agencies: A Practical and Integrative Approach*. New York: Quorum Books.
- Schmaedick, Gerald L. 1993. *Cost-Effectiveness in the Nonprofit Sector: Methods and Examples from Leading Organizations*. Westport, Conn: Quorum Books.
- Secretary of State of Canada. 1986. *Financial and Accounting Guide for Non-Profit Organizations*. Ottawa: Supply and Services Canada.

### Fundraising

- Burlingame, Dwight and Lamont J. Hulse. 1991. *Taking Fund Raising Seriously: Advancing the Profession and Practice of Raising Money*. San Francisco: Jossey-Bass Publishers.
- Dees, Gregory, Jed Emerson, et al. 2001. *Enterprising Non-Profits: A Toolkit for Social Entrepreneurs*. San Francisco: Jossey-Bass Publishers.

- Dove, Kent E. 1988. *Conducting A Successful Capital Campaign: A Comprehensive Fundraising Guide for Nonprofit Organizations*. San Francisco: Jossey-Bass Publishers.
- Greenfield, James M. 1991. *Fund-raising: Evaluating and Managing the Fund Development Process*. New York: Wiley.
- Hawkins, Derek James. 1998. *1001 Fundraising Ideas & Strategies for Charity and Other Not-for-Profit Groups in Canada*. Markham, Ontario: Fitzhenry & Whiteside.
- Howe, Fisher. 1991. *The Board Member's Guide to Fund Raising: What Every Trustee Needs to Know About Raising Money*. San Francisco: Jossey-Bass Publishers.
- Kelly, Kathleen S. 1998. *Effective Fund-Raising Management*. Mahwah, N.J.: Lawrence Erlbaum Assoc.
- Khalaf, Roula and William Heuslein. 1992. *Evaluating Fundraising Efficiency*. Forbes.
- Lindahl, Wesley E. 1992. *Strategic Planning for Fund Raising: How to Bring in More Money Using Strategic Resource Allocation*. San Francisco: Jossey-Bass Publishers.
- Nichols, Judith E. 1999. *Transforming Fundraising: A Practical Guide to Evaluating and Strengthening Fundraising to Grow with Change*. San Francisco: Jossey-Bass Publishers.
- Nichols, Judith E. 1995. *Growing From Good To Great: Positioning Your Fund-Raising Efforts For Big Gains*. Chicago: Bonus Books Inc.
- Weinstein, Stanley. 1999. *The Complete Guide to Fund-Raising Management*. New York: J. Wiley.
- Wendroff, Alan. 1999. *Special Events: Proven Strategies for Nonprofit Fundraising*. New York: Wiley.
- Wyman, Ken. 1991. *Planning Successful Fund Raising Programs*. Toronto: Canadian Centre for Philanthropy.
- Giving and Volunteering**
- Arlett, Allan. 1988. *Canada Gives: Trends and Attitudes Towards Charitable Giving and Voluntarism*. Toronto: Canadian Centre for Philanthropy.
- Lucaciu, Daniela. 1992. *Charitable Donations*. Canadian Social Trends.
- McMichael, Paquita, et al. 1990. *Building Bridges Into Work: The Role of the Community Worker*. Essex: Longman, Harlow.
- National Commission on Philanthropy and Civic Renewal, *Giving Better, Giving Smarter*. 1150 - 17th St. NW, Washington, DC 20036. (202) 463-1460.
- Silver, Nora. *Organizational Culture and Volunteer Programs*. Internet: [www.energize-inc.com.art.aatt.html](http://www.energize-inc.com/art.aatt.html).
- White, Douglas E. 1995. *The Art of Planned Giving: Understanding Donors and the Culture of Giving*, New York: J. Wiley.
- Innovation**
- Grace, Kay Sprinkel. 1997. *Beyond Fund Raising: New Strategies for Nonprofit Innovation and Investment*. New York: Wiley.
- Hesselbein, Frances and Marshall Goldsmith (eds.). 1996. *The Leader of the Future*. New York: Wiley.
- Jick, Todd D. *Managing Change*. Boston, MS: Irwin.
- Light, Paul Charles. 1998. *Sustaining Innovation: Creating Nonprofit and Government Organizations That Innovate Naturally*. San Francisco: Jossey-Bass Publishers.
- Peters, Tom. *The Circle of Innovation*. Ballantine Books.
- Management**
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## Appendix C: Technical Discussion of the Performance Scores

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### What the Graphs Show

The graphs illustrate the distribution of scores for the agencies across the various performance criteria. That means that the graphs show how many agencies received each score (0 to 10) in the nine service categories. They also illustrate the range within which all of the agency scores exist (the highest and lowest scores are specified in the Confidential Performance Report). This is useful to know because a score of 4 in a range of 1 to 5 is much better than a score of 7 in a range of 7 to 10.

In addition to the distribution of scores, the graphs also present supplementary statistical information. The charts specifically include the mean and the median scores. The mean (average score) and the median (middle score) are important to know as they indicate the central tendency for the performance of all the agencies.<sup>19</sup> That is, they indicate how the typical or average agency (mean) and the middle agency (median) in each category scored. Agencies can compare their own confidential report, which contains their individual scores, with the mean and the median in order to gauge their individual program's performance. Agencies that did not participate in the Awards Program can get their individual scores by completing the appropriate questionnaire and sending it to the Institute for assessment.

The objective for agencies should be to score above both the mean (average) and the median (middle score). Scores above the mean and median indicate that the agency performed better than the average, or central tendency of agencies, on that particular performance measure.

### Calculating the Scores

The calculation of the scores was as objective as possible. The agency scores in each of the various criteria were ranked from highest to lowest. The subsequent range (highest value – lowest value) represented the span of scores. The scores were then adjusted to a range of between 0 and 10. The best performing agency received a score of 10 and became the upper limit, while the lowest-ranked agency received a score of 0 and became the lower limit. All the remaining scores were placed according to their original performance within the 0 to 10 range.

Some performance areas represent a composite score of several variables. For instance, Financial Management measures five separate areas of financial performance. Program Cost, on the other hand, assesses only one particular area of performance.

Only agencies that identified themselves as working in similar fields, such as child care or crisis intervention, were compared with one another. In this way, agencies can view their relative performance to other, similar agencies.

### Score Calculations Illustrated

An illustration may help you understand how the scores were calculated and thus how to interpret your agency's scores. Assume that there are six agencies in this hypothetical example, and that we are evaluating cost per program-hour. Table 3 summarizes the data for the six agencies. In this example, Agency D is the best performing agency at a cost of \$50 per hour of programming and therefore receives a score of 10. Agencies B and E are the lowest-ranked agencies at a cost of \$125 per hour of

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19 An example illustrates the functional definition of these terms. Assume there are eleven scores as follows: 3, 4, 4, 6, 6, 6, 6, 7, 9, 9, and 9. The low value is 3, and the high value is 9, resulting in a range of 6. The mean (average) is the sum of all the numbers (69) divided by the number of scores (11), which equals 6.27. The median (middle score) is the score that occupies the middle position when the scores are arranged from lowest to highest which, in this case, equals 6.

**Table 3: Cost Per Program-Hour**

Agency	Number of Program Hours	Total Cost	Cost per Program hour	Score
Agency A	1,000	\$100,000	\$100	3.3
Agency B	2,000	\$250,000	\$125	0.0
Agency C	2,000	\$200,000	\$100	3.3
Agency D	4,000	\$200,000	\$50	10.0
Agency E	4,000	\$500,000	\$125	0.0
Agency F	4,000	\$300,000	\$75	6.7

programming and receive a score of 0. The remaining agency scores are standardized to fall within the range of 0 to 10.

#### *Two Special Cases: Staff and Volunteers*

In order to illustrate score differences, table 4 summarizes the statistical information for the Staff and Volunteers criteria as well as for two other criteria (Income Independence and Financial Management). The mean and median scores for the Staff and Volunteers performance areas are fairly low on the 0 to 10 scale.

The low scores for both Staff and Volunteers show that agencies should focus on the mean (average) and median (middle score) statistics. Although the figures are low in absolute terms on the scale (0 to 10), the key to assessing your agency's performance is your score *relative* to the mean (average) and median (middle score).

#### **Performance is Relative**

It is important to note that your agency is being assessed against other participating agencies, not the non-profit sector as a whole. The pool of applications, from which the data is taken, is subject to a self-selection bias. This occurs when agencies self-assess their own competitiveness and whether they should or should not submit an application. For instance, when completing the application it is evident whether an agency is competitive or not in performance categories such as Financial Management and Volunteers. Those agencies with poor financial performance, or those not maintaining or using volunteers, for example, will realize they are not competitive in these areas as they complete their applications. The pool of applications and the scores received, therefore, represent the very best of social services agencies in the country.

**Table 4: Statistical Performance Summary**

Performance Area	Low Score	High Score	Mean (Average)	Median (Middle Score)
Staff	0	8.0	3.4	3.1
Volunteers	0	7.5	3.0	2.7
Income Independence	0	10.0	6.9	7.4
Financial Management	1	8.7	6.3	6.5