



# 2009

## Non-Profit Performance Report

**A Guide to the Components of  
Performance Measurement in the  
2009 Donner Awards Program**

by Karina Wood and Niels Veldhuis  
with Carlos A. Murillo



**DONNER CANADIAN  
FOUNDATION AWARDS**

*for Excellence in the Delivery of Social Services*

**Donner Canadian Foundation Awards Program**

E-mail: [info@donnerawards.org](mailto:info@donnerawards.org)

Telephone Direct: 604-714-4531

Telephone Toll-Free: 1-877-714-4531

Fax: 604-688-8539

**[www.donnerawards.org](http://www.donnerawards.org)**

*The Donner Awards Program serves to encourage the spirit of initiative and independence, and represents an important step forward in the development of an objective, quantifiable system of measuring non-profit performance.*

© 2009 The Fraser Institute

**The Fraser Institute**

4th Floor, 1770 Burrard Street

Vancouver, British Columbia, Canada

V6J 3G7

Telephone: 604-688-0221

Fax: 604-688-8539

## Contents

---

Acknowledgements . . . . .	4
About the Authors . . . . .	4
Introduction . . . . .	5
Performance Criteria . . . . .	15
Conclusion . . . . .	22
Profiles in Excellence . . . . .	24
2009 Donner Awards Short-List and Awards Recipients . . . . .	26
Profiles of 2009 Finalists . . . . .	27
Honourable Mention Certificate Recipients . . . . .	34
Consistently High Performing Organizations . . . . .	34
2009 Donner Awards Alumni Directory . . . . .	35
Appendix A: Technical Discussion of the Performance Scores . . . . .	41
Appendix B: Guidelines for Giving . . . . .	43
Appendix C: Glossary of Terms . . . . .	45

## Acknowledgements

---

The authors would like to express their sincerest appreciation to the Donner Canadian Foundation and a group of friends of Peter F. Drucker for their financial support. In particular, we would like to thank Michael Walker, who originated the idea of developing an objective measure of performance for non-profit organizations. We would also like to thank Allan Gotlieb, Helen McLean, Patrick Luciani, Kate Bahen, and Brendan Calder for their personal commitment to this project. A special thank you should also be extended to Jason Clemens, Johanna Francis, and Sylvia LeRoy, whose work on the project was pivotal to its current success, and to Dr. Stephen Easton, Dr. Patrick Basham, Fazil Mihlar, Mark Law, Vanessa Schneider, Joel Emes, and Margaret Fietz for their comments, suggestions, and criticisms. Finally we are grateful to Kristin McCahon for her help in preparing this report. Special recognition also goes to Mirja van Herk for her able assistance in administering the Donner Awards Program from 2003 to 2006.

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 staff, trustees, or supporters.

## About the Authors

---

**Karina Wood** has been the Donner Awards outreach coordinator since 2006. She has a Bachelors degree in applied science (agriculture) from the University of Western Sydney and postgraduate diplomas in financial management and business studies from the University of New England, Australia. She spent two years with the Fraser Institute as Donner Project Co-ordinator from 2000-2002 and has worked for non-profit organizations in the United Kingdom.

**Niels Veldhuis** is the director of fiscal studies and a senior economist at the Fraser Institute. He has written or co-authored four books and over 40 comprehensive studies on a wide range of topics including taxation, productivity, entrepreneurship, labour markets, and government performance. He has written over 150 articles, which have appeared in over 50 newspapers including the *National Post*, the *Globe and Mail*, and the *Wall Street Journal*. Mr. Veldhuis also writes a bi-weekly column for the *National Post*. He appears regularly on radio and television programs across the country and has appeared before committees of both the House of Commons and the Senate as an expert witness. He has a B.A. in business administration, with joint majors in business and economics, and an M.A. in economics from Simon Fraser University.

**Carlos A. Murillo** is a Fraser Institute intern in the department of fiscal studies and Donner Awards program assistant for 2009. He completed a B.A. in Economics and International Relations from the University of Calgary in 2008, and will be working as a Trade Assistant with the United States Commercial Service in Vancouver in early 2010.

## Introduction

---

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, church groups, community associations, and mutual aid societies, this sector is also an important component of the Canadian economy.<sup>1</sup> Not including the value of volunteer labour, Canada's core non-profit sector (with the exception of hospitals, universities, and colleges) contributed \$31 billion to Canada's gross domestic product (GDP) in 2005, or 2.4 percent of the nation's economy. Between 1997 and 2005, economic activity in the core non-profit sector increased faster than for the economy as a whole. The social services sector contributes 24 percent of core non-profit economic activity, the highest share of any group in the sector.<sup>2</sup>

The organizations in this sector contribute a wide array of services and amenities that provide support and aid to the needy, and enhance the quality of life in our communities. In 2003, the most recent year for which data are available, there were 19,099 Canadian non-profit organizations devoted to deliver-

ing 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> Statistics Canada's most recent estimate shows that the value of volunteer labour added about \$14.1 billion to the sector's total contribution to the Canadian economy in 2000; the value of volunteer work in the area of social services is estimated to be about \$2.9 billion. Volunteer time comprises almost half the value of total labour in the core non-profit sector.<sup>6</sup> The voluntary nature of this sector is one of its most defining characteristics.

- 
- 1 There are approximately 85,000 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.
  - 2 Statistics Canada (2008), *Satellite Account of Non-profit Institutions and Volunteering, 1997 to 2005*, cat. no. 13-015-XWE (Ministry of Industry).
  - 3 Statistics Canada (2004), *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, cat. no. 61-533-XPE (Ministry of Industry).
  - 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 University Press.)
  - 5 Statistics Canada (2004), *Cornerstones of Community*.
  - 6 Statistics Canada (2008), *Satellite Account of Non-profit Institutions and Volunteering, 1997 to 2005*.

## 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 \$60,000 purse makes the Donner Awards Canada's largest non-profit recognition program. Since 1998, \$780,000 has been granted to Canadian non-profits through the Donner Awards.

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. In turn, 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.

### *Excellence and Accountability*

Demonstrated commitment to excellence and accountability is particularly important at a time when charities and other non-profit organizations are coming under increased scrutiny for the efficiency and effectiveness of their program delivery and management practices. 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.<sup>7</sup> Similarly, while 77 percent of Canadians surveyed by the Muttart Foundation in 2008 reported that they have "a lot" or "some" trust in charities, others (30 percent of those that don't have "a lot" of trust) complain of a lack of information about where their money is really going.

While almost all Canadians think it's important that charities provide information about their financial management (fundraising costs and use of donations) as well as the delivery and impact of their services, only half (or less) of those surveyed are happy with the information they actually receive from the charities they support.<sup>8</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 for the Voluntary Sector Evaluation Research Project (VSERP) in 2001 reported that they had engaged in some type of evaluation in the previous year,<sup>9</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

---

7 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.

8 Ipsos Reid (2008), *Talking About Charities 2008—Report* (The Muttart Foundation). Available digitally at <http://www.muttart.org/surveys.htm>.

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



Table 1: Components of Performance Measurement		
Section	Area of Measurement	Components
One	Financial Management	annual surplus—composite measure of the 4 year average and most recent year
		revenue increase—composite measure of the 3 year average and most recent year
		cost containment—composite measure of the 3 year average and most recent year
		program spending versus overall spending—composite measure of the 4 year average and most recent year
		financial reporting
Two	Income Independence	number of sources of income adjusted for the average size of the donation
		percentage of revenue provided by largest revenue source
		percentage of revenue provided by government
		size of accumulated surplus relative to expenses—composite measure of the 4 year average and most recent year
Three	Strategic Management	use and prevalence of a mission statement
		level of objective and goal setting
		depth of involvement
Four	Board Governance	independence
		financial contributions
		level of involvement as measured by frequency of meetings
		level of participation as measured by attendance at meetings
		policy guidelines to avoid conflicts of interest
Five	Volunteers	use of volunteers relative to staff—composite measure of agency total and program total
		recruiting activities
		management and development of volunteers
		donations other than time by volunteers
		turnover
Six	Staff	level of programming provided by employees
		percentage of employees working in programs
		turnover
		management and development of staff
Seven	Innovation	uniqueness of agency's program
		level of restructuring / change
		use of alternative delivery systems / technology in the delivery of services

**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

performance evaluation steadily grows. Almost half of the non-profit organizations in the VSERP survey reported that funder expectations had increased over the previous three years.<sup>10</sup>

Anticipating this need, The Fraser Institute began developing an objective non-profit performance evaluation system in 1997.<sup>11</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. Between 1998 and 2009, non-profit organizations from all 10 provinces and 2 of the territories submitted 5,173 unique social service programs for evaluation in the Donner Awards Program.

This evaluation process represents a major step forward in the development of an objective, quantifiable measure of performance for non-profit organizations.

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 to ensure that measurements focus on the quality of the program and not on the size of the organization.

10 See Hall et al. (2003), *Assessing Performance*.

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



**Table 2: Select Summary Statistics, 2009**

<b>Category</b>	<b>Number of Applicants</b>	<b>Total Revenues (\$)</b>	<b>Total Expenses (\$)</b>	<b>Total Assets (\$)</b>	<b>Staff (FTE*)</b>	<b>Volunteers (FTE*)</b>	<b>Number of Clients **</b>	<b>Hours of Programming Provided ***</b>
Counselling Services/Crisis Intervention	88	\$127,081,830	\$123,755,605	\$79,488,005	1,770	9,958	241,079	1,419,345
Education	101	\$211,983,967	\$207,797,766	\$197,171,846	2,373	3,432	458,359	7,459,559
Prevention and Treatment of Substance Abuse	24	\$19,424,865	\$19,372,036	\$32,220,976	272	122	165,645	1,454,088
Provision of Basic Necessities	81	\$146,370,350	\$133,645,231	\$171,655,160	1,405	1,046	325,013	50,192,352
Services for Children	114	\$305,380,174	\$328,479,721	\$307,760,233	3,490	2,784	275,297	8,457,936
Services for People with Disabilities	112	\$599,859,802	\$434,605,621	\$348,157,283	5,569	4,006	131,245	16,650,784
Services for Seniors	62	\$581,261,975	\$569,070,069	\$208,275,717	6,205	1,070	281,568	9,830,565
<b>TOTAL</b>	<b>582</b>	<b>\$1,991,362,964</b>	<b>\$1,816,726,049</b>	<b>\$1,344,729,220</b>	<b>21,083</b>	<b>22,418</b>	<b>1,878,206</b>	<b>95,464,629</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.

## Evaluation Process

In 2009 the Donner Awards Program recognized seven categories of service provision: Counselling Services/Crisis Intervention, Education, Prevention and Treatment of Substance Abuse, Provision of Basic Necessities, Services for Children, Services for People with Disabilities, and Services for Seniors.

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.

## Stage One

The Donner Awards Program involves two stages of evaluation. In the first stage, agencies complete a detailed application.<sup>12</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 seven categories complete a number of essay-style questions. In 2009 the finalists responded to a series of questions about their program delivery, results, outcomes and innovation. All Donner Award applicants are required to report how their organization approaches innovation and outcome monitoring on their Stage One application form.

The Stage Two evaluation questions, however, are designed to elicit a more comprehensive picture of each applicant's "best practices." This involves a discussion of how each finalist ensures effective delivery of programs, the definition and measurement of program outcomes, the actual results achieved (both short-term and long-term), and expanding on their Stage One response to innovation in their program and its impact on the organization. Finalists were also asked to discuss a "non-profit challenge" and provide two independent letters in support of their application to the 2009 Donner Awards.

In 2009, the distinguished panel of judges that evaluated the Stage Two finalist agencies' submissions included: Brendan Calder (Professor of Strategic Management, Rotman School of Management, University of Toronto), Stephen Easton (Professor of Economics, Simon Fraser University), Robert English (Director of Regional Operations, Canadian Red Cross), Allan Gotlieb (Chairman, Donner Canadian Foundation), Claudia Hepburn (Senior Fellow, Fraser Institute), Doug Jamieson (Chairman and CEO, Charity Village Ltd.), and Brad Zumwalt (Founding Chairman, Social Venture Partners—Calgary). The awards were presented at a special celebratory event in Toronto on October 16, 2009.

## The Twelfth Annual Donner Awards

A total of 582 applications were received from non-profit agencies for the first stage of the awards. Participating non-profits came from all 10 provinces and one territory. Table 2 summarizes the number of applications received in each category and key statistics about the organizations analyzed in this performance report. These agencies had a full-time staff equivalent of 21,083 and the equivalent of 22,418 full-time volunteers serving 1.9 million clients.<sup>13</sup>

The following list contains the 20 finalist organizations that advanced to the second stage of the 2009 Donner Awards, with the category award recipients in italics.<sup>14</sup> To learn more about these exemplary organizations, refer to the "Profiles in Excellence" section later in this report. This is followed by a directory of all finalists that have participated in the Donner Awards Program between 1998 and 2009.

---

12 To view a copy of the most recent application form, visit our web site at [www.donnerawards.org](http://www.donnerawards.org) (Library webpage under the Media Centre and Library menu).

13 There is much diversity in the definition of "clients" among the various categories of agencies. For example, agencies providing services for people with disabilities have fewer clients receiving a significantly higher numbers of hours of service than agencies providing counselling services/crisis intervention.

14 Due to funding constraints in 2009, category awards were reduced from nine to seven, reflecting the same seven categories offered when the program was introduced in 1998. This means the Alternative Education and Traditional Education categories have been merged in to one category titled "Education," and the Counselling and Crisis Intervention categories have been merged in to one category titled "Counselling Services/Crisis Intervention."

### *Counselling Services/Crisis Intervention*

Calgary Pregnancy Care Centre (Calgary, AB)  
London Crisis Pregnancy Centre (London, ON)  
*Sarnia Lambton Rebound: A Program for Youth*  
(Sarnia, ON)

### *Education*

*Crisis Intervention and Suicide Prevention Centre of BC* (Vancouver, BC)  
Sarnia Lambton Rebound: A Program for Youth (Sarnia, ON)  
Saskatchewan Music Educators Association (Cudworth, SK)

### *Prevention and Treatment of Substance Abuse*

Fresh Start Recovery Centre (Calgary, AB)  
*Simon House Residence Society* (Calgary, AB)  
Sudbury Action Centre for Youth (Sudbury, ON)

### *Provision of Basic Necessities*

*Alice Housing* (Dartmouth, NS)  
Habitat for Humanity—National Capital Region (Ottawa, ON)  
Inner City Home of Sudbury (Sudbury, ON)

### *Services for Children*

Big Brothers Big Sisters of Peterborough (Peterborough, ON)  
*Educational Program Innovations Charity Society* (North Sydney, NS)  
Harmony (Sarnia, ON)

### *Services for People with Disabilities*

Amyotrophic Lateral Sclerosis (ALS) Society of Manitoba (Winnipeg, MB)  
*Community Living Campbellford/Brighton* (Campbellford, ON)—joint award recipient  
*Multiple Sclerosis Society of Canada – Calgary and Area Chapter* (Calgary, AB)—joint award recipient

### *Services for Seniors*

Alzheimer Society of Oxford (Woodstock, ON)  
Community and Primary Health Care—Lanark, Leeds and Grenville (Brockville, ON)  
*Hospice Greater Saint John* (Saint John, NB)

Each of the finalists received a certificate noting their achievement in reaching the second stage. The award recipient in each category received a \$5,000 award (which is shared by joint recipients) in addition to being recognized as the recipient of the *Donner Canadian Foundation Award for Excellence* in the delivery of their particular service. By achieving the highest performance scores of all the category award recipients, **Sarnia Lambton Rebound: A Program for Youth** was presented with the prestigious 2009 *William H. Donner Award for Excellence in the Delivery of Social Services*, which includes a cheque for \$20,000.

In addition, the sixth annual *Peter F. Drucker Award for Non-Profit Management* was presented to **Community Living Campbellford/Brighton** along with a \$5,000 award. This award recognizes 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 Non-Profit Performance Report**

The Performance Criteria section of the *Non-Profit Performance Report* provides details about the components of performance measurement for the ten performance criteria evaluated by the Donner Awards Program. Each of the ten performance criteria has a separate section in this report. The separation of each criterion allows agencies to focus on particular areas of performance.

The relevant scoring information for an individual agency and the category in which they applied is contained in their one-page Confidential Report. Appendix A includes a discussion of how the scores were calculated along with additional methodological information.

## An Illustrated Example

The following example illustrates how an individual agency can use the Confidential Report in conjunction with this report to assess its 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 Report that each participating agency receives is reproduced on pages 13-14.

## Confidential Report

The Confidential Report, independent of the 2009 *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.

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 below 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 the Performance Criteria section of this *Non-Profit Performance Report* to identify ways to improve. Suggested resources to guide such improvement are listed on our website, [www.donnerawards.org](http://www.donnerawards.org).

The Confidential Report also indicates where an agency performed moderately well. In the hypothetical example, the ABC Food Bank performed reasonably well in the Financial Management and Income Independence assessment areas. In these areas 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 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.

## CONFIDENTIAL PERFORMANCE REPORT<sup>1</sup>

**2009 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 the Appendix A to understand score meanings**

Criteria/Components	Agency Score	Category Average	Category Median	Category High	Category Low
<b>I. Financial Management</b>	<b>6.3</b>	<b>6.6</b>	<b>6.6</b>	<b>7.3</b>	<b>5.3</b>
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>	<b>7.5</b>	<b>6.2</b>	<b>6.7</b>	<b>8.9</b>	<b>2.0</b>
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>	<b>10.0</b>	<b>9.1</b>	<b>9.3</b>	<b>10.0</b>	<b>6.7</b>
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>	<b>10.0</b>	<b>7.6</b>	<b>7.5</b>	<b>10.0</b>	<b>3.3</b>
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>CONFIDENTIAL PERFORMANCE REPORT (continued)<sup>1</sup></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>V. Volunteers</b>	<b>6.1</b>	<b>5.0</b>	<b>5.0</b>	<b>7.3</b>	<b>2.0</b>
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>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 <sup>2</sup>	\$40.56	\$18.10	\$14.30	\$45.78	\$0.07
Dollar cost per client <sup>3</sup>	\$4.92	\$2,718.45	\$1,537.52	\$20,838.10	\$4.92
Hours per client <sup>3</sup>	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>
<sup>1</sup> This report is produced from data provided in your 2009 application to the Donner Awards Program. It must be read in conjunction with the <i>2009 Non-Profit Performance Report</i> , which may be downloaded from <a href="http://www.donnerawards.org">www.donnerawards.org</a> . <sup>2</sup> Data presented in this manner are for information purposes only. <sup>3</sup> Data presented in this manner are for information purposes only; not used in the calculation of the criteria score.					



## Performance Criteria

---

### 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 a minimum, 60 to 75 percent of expenses should be devoted to program spending.<sup>15</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.

### Income Independence

Income Independence is the second of two measurements dealing with 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 donor for both agencies decides that it no longer wants to fund non-profit agencies, the first

---

15 The American Institute for Philanthropy's *Charity Rating Guide* recommends that 60 percent or more of a charity's donations should go to program expenses (for details see <http://www.charitywatch.org>). The Better Business Bureau (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 (see information for charities and donors at <http://www.bbb.org/us/>). Charity Navigator, founded in 2001 to rate the financial health of US charities, uses a system that rewards 75 percent program spending as optimal (see <http://www.charitynavigator.org>). Seven out of 10 charities they evaluate spend at least 75 percent of their budget on their programs and services. Nine out of 10 spend at least 65 percent.

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, 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 three 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>16</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 deficits, place increased pressure on the agency and create instability in the planning process. Alternatively, surpluses larger than this may introduce an element of insulation wherein the agency does not have to respond to financial signals quickly.

## Strategic Management

Strategic Management is a multi-staged, multi-faceted process of goal setting and resource allocation. It is a process by 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. The mission 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 the organization 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

---

16 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.

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.

## 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 organization's executive director, 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 community connections. 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>17</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 suggested 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. Further, the Wise Giving Alliance standards cite the following factors to consider when concluding whether or not there is a conflict of interest transaction: the establishment of arm's length procedures by the organization, transaction size relative to like expenses, the seeking of competitive bids, and how often the transaction occurs.

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 indi-

---

17 These standards can be reviewed under information for charities and donors on the BBB website, <http://www.bbb.org/us/Charity-Standards/>.

rectly 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 at 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.

## 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.

---

18 See Statistics Canada (2009), *Caring Canadians, Involved Canadians: Highlights From the 2007 Canada Survey of 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 digitally 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: Atkinson Charitable Foundation).



## 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 opposed 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.

## 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 regarded 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.

## 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. 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.

It is, therefore, important to note that one of the future objectives of the *Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services* is to expand the number of categories to maximize the probability that sufficiently similar programs will be compared to one another.

Nonetheless, this performance measure does indicate the cost of an agency's program relative to similar programs based on a common category of program provision. It is, therefore, 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. These data are presented in this manner for information purposes only. Note that the cost per client and the hours per client components are not used in the calculation of performance scores.

## 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*, which describe 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 the Provision of Basic Necessities or Services for Children.

Two sets of questions assess Outcome Monitoring. The first set asks whether the agency has 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 defined periods of time ranging from a few months to several years. Outcome monitoring techniques are frequently unique to individual agencies, in that they must be closely tied to the agency's mission. By monitoring and measuring their outcomes, agencies gain 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. These questions focus on whether the agency attempts to measure its success in achieving its goals.

## **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, two categories are not included in the analysis of this section: Education and Services for Children.

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.

## 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 Reports that all participating agencies receive are key to this unique performance evaluation system. In conjunction with the information provided in the *2009 Non-Profit Performance Report*, the Confidential Reports enable agencies to assess their performance in 10 critical areas relative to other non-profit agencies delivering similar programs and services.

### Wise Giving

This annual *Non-Profit Performance Report* continues to be one of the few tools available to help individuals, foundations, and corporate donors objectively evalu-

ate 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 areas detailed in this report: Financial Management, Income Independence, Strategic Management, Board Governance, Volunteers, Staff, Innovation, Program Cost, Outcome Monitoring, and Accessibility. Complete Donner Awards evaluation questions for each of these ten areas can be downloaded from our website at [www.donnerawards.org](http://www.donnerawards.org) or email [info@donnerawards.org](mailto:info@donnerawards.org) to receive a copy. The box below presents a checklist of questions to ask before you give, derived from the Donner Awards evaluation questions.

The same clear, objective criteria that organizations have applied to earn recognition in the Donner Awards, may be used as “Guidelines for Giving” to any non-profit or charitable organization. The Guidelines

#### Guidelines for Wise Giving—A Checklist

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?

summarized in Appendix B provide questions that can be asked of organizations seeking your charitable dollars.

All identifying performance information submitted to the Donner Awards Program as part of the application process remains strictly confidential. 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.

## Alumni Directory

The *2009 Non-Profit Performance Report* also provides Canadian philanthropists—large and small—a directory of organizations who have demonstrated a commitment to getting things done effectively and efficiently. The “2009 Donner Awards Alumni Directory” (page 35) provides a complete list of all organizations that have been short-listed as finalists in the Donner Awards since 1998. Organized alphabetically, the directory indicates the category of social service in which finalists were short-listed and the year(s) that they were recognized in the Donner Awards, either as a finalist, or award recipient.

This directory represents a twelve-year legacy of the *Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services*: a growing alumni network of non-profit organizations, large and small, as diverse in the problems they are dedicated to solving as the solutions they use to achieve results. What they all share, however, is a commitment to excellence and accountability in non-profit management and service delivery. We hope that this commitment will continue to spread through the Donner Awards Program, and others like it, for years to come.

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 Donner 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 by email to [info@donnerawards.org](mailto:info@donnerawards.org) or contact us c/o:

Donner Canadian Foundation Awards  
The Fraser Institute  
4th Floor, 1770 Burrard Street  
Vancouver, BC  
Canada V6J 3G7  
Tel: 604.714.4531  
Toll free: 1.877.714.4531  
Fax: 1.604.688.8539

## Profiles in Excellence

---

The *Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services* is Canada's largest and most prestigious non-profit recognition program. Not only does it recognize and reward excellence in the provision of social services by Canadian non-profits, it also provides important performance information to assist them in their pursuit of excellence. By providing non-profits with tools to measure and monitor their performance, the Donner Awards Program encourages organizations to strive to ever-higher levels of excellence and promotes best practices. In turn, 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.

In 2009, a total of 543 Canadian non-profit organizations submitted 582 unique social service programs for recognition and evaluation in the Donner Awards Program. Hailing from 232 different communities in ten provinces and one territory, these organizations distinguished themselves in seven categories of social service delivery: Counselling Services/Crisis Intervention, Education, Prevention and Treatment of Substance Abuse, Provision of Basic Necessities, Services for Children, Services for People with Disabilities, and Services for Seniors.

### 2009 Finalists and Award Recipients

This year, 21 unique programs were selected as finalists in the 2009 Donner Awards (see page 26). These finalists represent the top three organizations in each category. Recipients of the seven \$5,000 category awards are shown in italics. Any joint recipients of a category award, such as the Services for People with Disabilities category, equally share the cash award.

#### ***William H. Donner Award for Excellence in the Delivery of Social Services***

The prestigious *William H. Donner Award for Excellence in the Delivery of Social Services* is presented to the best organization overall. This year the \$20,000

award goes to Sarnia Lambton Rebound: A Program for Youth, a volunteer-driven organization committed to young people at risk.

#### ***Peter F. Drucker Award for Non-Profit Management***

The \$5,000 *Peter F. Drucker Award for Non-Profit Management* is presented each year to an organization whose consistent record of excellence in non-profit management and social service delivery reflects the ideas of Peter F. Drucker. The Drucker Award ribbon is displayed in the profile of the organizations that have received this award since its inception in 2004. Mr. Drucker, who passed away on November 11, 2005, is recognized around the world as the founding father of the study of management. He is equally recognized, however, for his ground-breaking insights on the non-profit sector, and the special role that they play providing needed goods and services in a civil society.

This year Community Living Campbellford/Brighton, a provider of services and support for people who have an intellectual disability, is the recipient of the *Peter F. Drucker Award for Non-Profit Management*.

### Profiles in Non-Profit Excellence

Brief profiles including contact information, the mission of the organization, and a summary of the program are provided for each finalist. Further information about each finalist is also available at [www.donnerawards.org](http://www.donnerawards.org) under the "Wise Giving Centre" menu.

While some profiles focus on individual programs, others look at organizations as a whole. This reflects the choice of each finalist to either submit a single application for their whole organization, or separate applications for the individual program(s) they wished to have evaluated—as long as those programs were truly independent of one another. The option of applying to the Donner Awards as a program, rather than an agency, is especially valuable for organizations that offer different types of programs and services that fall under multiple social service categories.

## **Supporting Accountability and Excellence**

Donner Award attention and recognition must be shared with all short-listed organizations as well as those organizations achieving certificates of Honourable Mention and those who are consistently high performing organizations in the Donner Awards Program (page 34).

Indeed, all 582 applicants to the 2009 Donner Awards deserve commendation. Taking the time to complete

our four-page questionnaire signals that an organization is willing to take risks by opening themselves up to evaluation by an objective third party. This risk is rewarded with valuable information to help applicants identify areas of particular strength, as well as those in need of improvement. Organizations frequently use this benchmark information in annual reports to their Board of Directors, funders, volunteers, and clients.

## 2009 Donner Awards Short-List and Awards Recipients

---

The following lists the 21 finalist programs that advanced to the second stage of the 2009 *Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services*. The category award recipients are shown in italics. Also shown are the recipients of the 2009 *William H. Donner Award for the Excellence in the Delivery of Social Services* and the 2009 *Peter F. Drucker Award for Non-Profit Management*.

### Counselling Services/Crisis Intervention

Calgary Pregnancy Care Centre (Calgary, AB)  
London Crisis Pregnancy Centre (London, ON)  
*Sarnia Lambton Rebound: A Program for Youth—Extrajudicial Measures Programs (Sarnia, ON)*

### Education

*Crisis Intervention and Suicide Prevention Centre of BC (Vancouver, BC)*  
Sarnia Lambton Rebound: A Program for Youth— PASS Program (Sarnia, ON)  
Saskatchewan Music Educators Association (Cudworth, SK)

### Prevention and Treatment of Substance Abuse

Fresh Start Recovery Centre (Calgary, AB)  
*Simon House Residence Society (Calgary, AB)*  
Sudbury Action Centre for Youth (Sudbury, ON)

### Provision of Basic Necessities

*Alice Housing (Dartmouth, NS)*  
Habitat for Humanity—National Capital Region (Ottawa, ON)  
Inner City Home of Sudbury (Sudbury, ON)

### Services for Children

Big Brothers Big Sisters of Peterborough (Peterborough, ON)  
*Educational Program Innovations Charity Society (North Sydney, NS)*  
Harmony (Sarnia, ON)

### Services for People with Disabilities

Amyotrophic Lateral Sclerosis (ALS) Society of Manitoba (Winnipeg, MB)  
*Community Living Campbellford/Brighton (Campbellford, ON)*  
*Multiple Sclerosis Society of Canada—Calgary and Area Chapter (Calgary, AB)*

### Services for Seniors

Alzheimer Society of Oxford (Woodstock, ON)  
Community and Primary Health Care—Lanark, Leeds and Grenville (Brockville, ON)  
*Hospice Greater Saint John (Saint John, NB)*

### William H. Donner Award for the Excellence in the Delivery of Social Services

*Sarnia Lambton Rebound: A Program for Youth (Sarnia, ON)*

### Peter F. Drucker Award for Non-Profit Management

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



## Profiles of 2009 Finalists

---

### COUNSELLING SERVICES/CRISIS INTERVENTION

<b>Agency</b>	<b>Calgary Pregnancy Care Centre</b>
<b>Founded</b>	1985
<b>Program</b>	Crisis Counselling and Support (established 1985)
<b>Website</b>	<a href="http://www.pregcare.com">www.pregcare.com</a>
<b>Contact</b>	Ms. Wendy Lowe, Executive Director
<b>Email</b>	<a href="mailto:wendy@pregcare.com">wendy@pregcare.com</a>

**MISSION:** To care for those impacted by crisis pregnancy and any resulting challenges and to educate individuals concerning sexual realities.

**SUMMARY:** The Calgary Pregnancy Care Centre is a peer counselling and education facility offering compassionate support and assistance to anyone facing an unplanned pregnancy or experiencing post abortion stress.

<b>Agency</b>	<b>London Crisis Pregnancy Centre</b>
<b>Founded</b>	1990
<b>Program</b>	Crisis Intervention (established 1990)
<b>Website</b>	<a href="http://www.notalone.ca">www.notalone.ca</a>
<b>Contact</b>	Mrs. Lori Bethel, Executive Director
<b>Email</b>	<a href="mailto:lori@loncpc.ca">lori@loncpc.ca</a>

**MISSION:** To empower individuals with accurate information regarding all their options; to provide practical and spiritual help to those in distress due to an unplanned pregnancy; and to promote healing and uphold sexual reality in our community through abstinence education.

**SUMMARY:** The London Crisis Pregnancy Centre offers a safe, non-judgmental environment to help clients in distress because of an unplanned pregnancy. They provide clients with accurate information, loving support, and meaningful alternatives to abortion.

<b>Agency</b>	<b>Sarnia Lambton Rebound: A Program for Youth</b>
<b>Founded</b>	1984
<b>Program</b>	Extrajudicial Measures Programs (established 1984)
<b>Website</b>	<a href="http://www.reboundonline.com">www.reboundonline.com</a>
<b>Contact</b>	Mrs. Mary Ellen Warren, Executive Director
<b>Email</b>	<a href="mailto:maryellen.warren@gmail.com">maryellen.warren@gmail.com</a>



**MISSION:** Rebound is a volunteer-based organization committed to young people at risk. The agency's programs encourage youth to develop skills that promote a positive response to self, others, and community.

**SUMMARY:** Sarnia Lambton Rebound provides the Extra-Judicial Measures programs (under the Youth Criminal Justice Act) for Lambton County. These programs include SNAP for youth under twelve; Life Choices for youth ages twelve to seventeen; a substance abuse prevention program called SAFE Choices; and three different parent programs.

## EDUCATION

<b>Agency</b>	<b>Crisis Intervention and Suicide Prevention Centre of British Columbia</b>
<b>Founded</b>	1969
<b>Program</b>	Community Education Program (established 1985)
<b>Website</b>	<a href="http://www.crisiscentre.bc.ca">www.crisiscentre.bc.ca</a>
<b>Contact</b>	Mr. Ian Ross, Executive Director
<b>Email</b>	<a href="mailto:iross@crisiscentre.bc.ca">iross@crisiscentre.bc.ca</a>

**MISSION:** To help people help themselves and others deal with crisis.

**SUMMARY:** Volunteers with the Crisis Intervention and Suicide Prevention Centre of BC provide 24/7 distress phone services, online services, and community education. The Community Education program delivers suicide prevention and stress management workshops to teens and professionals with the focus on empowering young people to help themselves and each other in times of emotional crisis.

<b>Agency</b>	<b>Sarnia Lambton Rebound: A Program for Youth</b>
<b>Founded</b>	1984
<b>Program</b>	Positive Alternative to Suspension from School (PASS) (established 1999)
<b>Website</b>	<a href="http://www.reboundonline.com">www.reboundonline.com</a>
<b>Contact</b>	Mrs. Mary Ellen Warren, Executive Director
<b>Email</b>	<a href="mailto:maryellen.warren@gmail.com">maryellen.warren@gmail.com</a>

**MISSION:** Rebound is a volunteer-based organization committed to young people at risk. The agency's programs encourage youth to develop skills that promote a positive response to self, others, and community.

**SUMMARY:** The PASS program provides an alternative to home suspension for youth in grades seven through twelve. Academic support is provided to students through one-on-one tutoring and access to resources as well as skills development in communication, decision-making, and conflict resolution.

<b>Agency</b>	<b>Saskatchewan Music Educators Association</b>
<b>Founded</b>	1957
<b>Program</b>	Heart of the City Piano Program (established 1995)
<b>Website</b>	<a href="http://www.musiceducationonline.org">www.musiceducationonline.org</a>
<b>Contact</b>	Mrs. Ann Mueller
<b>Email</b>	<a href="mailto:smea@sasktel.net">smea@sasktel.net</a>

**MISSION:** To foster the development of high standards of music and music education by providing forums for the exchange of information and by sponsoring hands-on opportunities for musical development.

**SUMMARY:** The Heart of the City Piano Program seeks to enhance the lives and learning opportunities of at-risk and economically disadvantaged youth by providing them with free instrumental lessons delivered by volunteer teachers during the school year. The program's intent is to nurture success and empower children by building their pride, self-confidence, and self-esteem, while teaching them positive life skills.

## PREVENTION AND TREATMENT OF SUBSTANCE ABUSE

<b>Agency</b>	<b>Fresh Start Recovery Centre</b>
<b>Founded</b>	1992
<b>Program</b>	Fresh Start Recovery Centre (established 1992)
<b>Website</b>	<a href="http://www.freshstartrecovery.ca">www.freshstartrecovery.ca</a>
<b>Contact</b>	Mr. Stacey Petersen, Executive Director
<b>Email</b>	<a href="mailto:stacey@freshstartrecovery.ca">stacey@freshstartrecovery.ca</a>

**MISSION:** To provide treatment, support, and shelter to “recover lives.” We aspire to see residents improve their quality of life and re-enter society with the confidence and independence necessary to sustain a healthy, happy, and sober lifestyle.

**SUMMARY:** Fresh Start Recovery Centre provides long-term relapse prevention opportunities for those seeking to recover from addiction and alcoholism. The organization offers eight- to sixteen-week abstinence based live-in residential and out-patient programs and provides long-term transitional housing.

<b>Agency</b>	<b>Simon House Residence Society</b>
<b>Founded</b>	1983
<b>Program</b>	Simon House Residence Society (established 1992)
<b>Website</b>	<a href="http://www.simonhouse.com">www.simonhouse.com</a>
<b>Contact</b>	Mr. Ken Christensen, Executive Director
<b>Email</b>	<a href="mailto:kchristensen@simonhouse.com">kchristensen@simonhouse.com</a>



**MISSION:** To provide a substance abuse residential treatment and recovery home for men recovering from alcoholism and/or drug addiction.

**SUMMARY:** Simon House’s primary goal is to arrest the disease of alcoholism and drug addiction. The organization offers a seven week personally designed recovery program with intensive individual and group sessions followed by options to access ongoing support into transitional housing and independent living.

<b>Agency</b>	<b>Sudbury Action Centre for Youth</b>
<b>Founded</b>	1986
<b>Program</b>	The Point—Needle Exchange and Drop In (established 1992)
<b>Website</b>	<a href="http://www.sacy.ca">www.sacy.ca</a>
<b>Contact</b>	Ms. Mardi Taylor
<b>Email</b>	<a href="mailto:mardi.taylor@sacy.ca">mardi.taylor@sacy.ca</a>



**MISSION:** To offer a safe, nonjudgmental place to access support and services for those in need.

**SUMMARY:** The Sudbury Action Centre for Youth (SACY) provides essential services to at-risk youth by providing support and referrals for a variety of services to assist with addiction, health concerns, and legal matters. SACY’s POINT program helps to reduce the spread of HIV/AIDS and hepatitis in their community by distributing free clean needles and condoms and providing educational information, outreach services, and anonymous testing.

## PROVISION OF BASIC NECESSITIES

<b>Agency</b>	<b>Alice Housing</b>
<b>Founded</b>	1983
<b>Program</b>	Alice Housing (established 1983)
<b>Website</b>	<a href="http://www.alicehousing.ca">www.alicehousing.ca</a>
<b>Contact</b>	Ms. Joanne Bernard, Executive Director
<b>Email</b>	<a href="mailto:j.bernard@ns.aliantzinc.ca">j.bernard@ns.aliantzinc.ca</a>

**MISSION:** To offer hope for women and children to begin a new life away from family violence by providing a safe and supportive community as they rebuild their lives.

**SUMMARY:** Alice Housing provides nineteen second-stage affordable housing and supportive programs for women, with or without children, who are leaving situations of family violence. Over the years Alice Housing has helped over 800 families leave the devastation of domestic abuse and supported them in their quest for family stability and safety.

<b>Agency</b>	<b>Habitat for Humanity—National Capital Region</b>
<b>Founded</b>	1993
<b>Program</b>	Habitat for Humanity—National Capital Region (established 1993)
<b>Website</b>	<a href="http://www.habitatncr.com">www.habitatncr.com</a>
<b>Contact</b>	Ms. Donna Hicks, Chief Executive Officer
<b>Email</b>	<a href="mailto:donna@habitatncr.com">donna@habitatncr.com</a>

**MISSION:** To mobilize volunteers and community partners in building affordable housing and promoting home ownership as a means to breaking the cycle of poverty.

**SUMMARY:** Habitat for Humanity—National Capital Region builds simple, decent, affordable homes for low income working families in need. The organization sells the homes they build at no interest to families seeking an affordable home in which to raise their families and engages the community in homebuilding.

<b>Agency</b>	<b>Inner City Home of Sudbury</b>
<b>Founded</b>	1986
<b>Program</b>	Inner City Home of Sudbury (established 1986)
<b>Website</b>	n/a
<b>Contact</b>	Ms. Mary Ali, Executive Director
<b>Email</b>	<a href="mailto:ichos@vianet.ca">ichos@vianet.ca</a>

**MISSION:** To recognize the dignity of every person; we feed the hungry, in crisis. We give counselling and aid when needed to those who fall between the gaps in the social system.

**SUMMARY:** Inner City Home of Sudbury offers those in crisis a place to find acceptance, warmth, comfort, and support during difficult times. The organization offers an emergency food bank, life skills workshops, crisis and short-term counselling, and extensive resources.

## SERVICES FOR CHILDREN

<b>Agency</b>	<b>Big Brothers Big Sisters of Peterborough</b>
<b>Founded</b>	1964
<b>Program</b>	Big Brothers Big Sisters of Peterborough (established 1964)
<b>Website</b>	<a href="http://www.bigbrothersandsistersoftbo.com">www.bigbrothersandsistersoftbo.com</a>
<b>Contact</b>	Ms. Darlene Evans, Executive Director
<b>Email</b>	<a href="mailto:darlene.evans@cogeco.ca">darlene.evans@cogeco.ca</a>

**MISSION:** To enhance the resiliency and well being of at-risk children, youth, and their families through the provision of mentoring programs and by actively seeking to influence policies and programs that affect children's social development.

**SUMMARY:** Big Brothers Big Sisters of Peterborough promotes the growth and development of children by providing the opportunity for one-to-one friendships with positive adult role models. Aside from their traditional Big Brother Big Sister program, the organization also developed programs such as Occasional Big Brother Big Sister and In-School Mentoring.

<b>Agency</b>	<b>Educational Program Innovations Charity Society</b>
<b>Founded</b>	1996
<b>Program</b>	Youth Peer and Parents PEACE (established 1998)
<b>Website</b>	<a href="http://epiccharity.com">http://epiccharity.com</a>
<b>Contact</b>	Mr. Barry Waldman, Supervisor
<b>Email</b>	<a href="mailto:epic@ns.sympatico.ca">epic@ns.sympatico.ca</a>

**MISSION:** To advance marginalized learners through innovation, empathy, volunteerism, diversity, and partnership.

**SUMMARY:** Educational Program Innovations Charity Society is dedicated to the advancement of Aboriginal, African-Canadian, and other marginalized learners who are self-motivated but lack the resources or support system needed to enhance their education. Youth Peer is a free, 2½ hour after school program for youth ages eight to eighteen who are matched with a volunteer mentor/tutor. Parents PEACE (Practicing Esteem-building Awareness Communication Evaluation) is a free, ongoing parenting workshop that provides parents with practical tools and a safe place to discuss critical topics.

<b>Agency</b>	<b>Harmony</b>
<b>Founded</b>	1995
<b>Program</b>	Harmony (established 1995)
<b>Website</b>	<a href="http://www.harmonyforyouth.org">www.harmonyforyouth.org</a>
<b>Contact</b>	Mrs. Joanne Klauke LaBelle, Executive Director
<b>Email</b>	<a href="mailto:executivedirector@harmonyforyouth.org">executivedirector@harmonyforyouth.org</a>

**MISSION:** To boost the self-esteem of youth through the vehicle of the arts; to provide a variety of art programs that have no waiting lists, pre-requisites, or financial fees, and are available to any and all youth.

**SUMMARY:** Harmony provides a variety of art and social programs to youth to help boost their confidence and self-esteem by providing creative outlets of learning with the opportunity for personal growth and development. Although the youth do not pay any financial fees for the programs that they receive, they are accountable for them, and are required to pay one hour of community service for each hour of programming that they receive.

## SERVICES FOR PEOPLE WITH DISABILITIES

<b>Agency</b>	<b>Amyotrophic Lateral Sclerosis (ALS) Society of Manitoba</b>
<b>Founded</b>	1980
<b>Program</b>	Amyotrophic Lateral Sclerosis (ALS) Society of Manitoba (established 1980)
<b>Website</b>	<a href="http://www.als.mb.ca">www.als.mb.ca</a>
<b>Contact</b>	Mrs. Diana Rasmussen, Executive Director
<b>Email</b>	<a href="mailto:drasmussen@deerlodge.mb.ca">drasmussen@deerlodge.mb.ca</a>

**MISSION:** ALS Society of Manitoba has a mission of **HOPE**—to help our people with ALS every way we can.

**SUMMARY:** The ALS Society of Manitoba supports those whose lives are touched by ALS by providing opportunities for contact with others coping with the disease; supporting initiatives to provide patients with the equipment necessary to maintain independence; and educating the public and health professionals caring for people living with ALS. They operate Brummitt Feasby House, a hospice for ALS patients and their families, and raise money for scientific research into the cause and potential cure for ALS.

<b>Agency</b>	<b>Community Living Campbellford/Brighton</b>
<b>Founded</b>	1960
<b>Program</b>	Family Home (established 1987)
<b>Website</b>	<a href="http://www.communitylivingcampbellford.com">www.communitylivingcampbellford.com</a>
<b>Contact</b>	Ms. Nancy Brown, Executive Director
<b>Email</b>	<a href="mailto:nbrown@communitylivingcampbellford.com">nbrown@communitylivingcampbellford.com</a>



**MISSION:** To provide support and services to people that promote opportunities for personal growth within their community.

**SUMMARY:** Community Living Campbellford/Brighton provides services and support in their community for people who have an intellectual disability. Family Home is a residential model that mirrors the concept of a natural family by matching clients with volunteer home providers who share their home.

<b>Agency</b>	<b>Multiple Sclerosis Society of Canada—Calgary and Area Chapter</b>
<b>Founded</b>	1959
<b>Program</b>	Client Services (established 1984)
<b>Website</b>	<a href="http://www.msocalgary.org">www.msocalgary.org</a>
<b>Contact</b>	Mr. Mark Wolf, Executive Director
<b>Email</b>	<a href="mailto:mark.wolff@msocalgary.org">mark.wolff@msocalgary.org</a>



**MISSION:** To be a leader in finding a cure for multiple sclerosis (MS) and enabling people affected by MS to enhance their quality of life.

**SUMMARY:** The Multiple Sclerosis Society of Canada—Calgary and Area Chapter funds research, provides services to people affected by multiple sclerosis, educates the public, and carries out activities to promote government and community relations. The Client Services program provides information, support counselling, peer support, support groups, education programs, friendly visiting, family programs, advocacy, special assistance funding, recreation programs and social events.



## SERVICES FOR SENIORS

<b>Agency</b>	<b>Alzheimer Society of Oxford</b>
<b>Founded</b>	1989
<b>Program</b>	Alzheimer Society of Oxford (established 1989)
<b>Website</b>	<a href="http://www.alzheimer.oxford.on.ca">www.alzheimer.oxford.on.ca</a>
<b>Contact</b>	Ms. Jan Vicars, Community Development Coordinator
<b>Email</b>	<a href="mailto:jan@alzheimer.oxford.on.ca">jan@alzheimer.oxford.on.ca</a>

**MISSION:** To improve the quality of life for people and their caregivers living with Alzheimer’s disease or related dementias.

**SUMMARY:** The Alzheimer Society of Oxford provides individual and group support and information for people in all stages of the disease, as well as for their family members and caregivers, including children in the Remember Me program and teens in Forget-You-Not. Other services include the Volunteer Companion program, school presentations, and their Safely Home Wandering Registry.

<b>Agency</b>	<b>Community and Primary Health Care—Lanark, Leeds and Grenville</b>
<b>Founded</b>	1913
<b>Program</b>	Services for Seniors (established 1985)
<b>Website</b>	<a href="http://www.cphcare.ca">www.cphcare.ca</a>
<b>Contact</b>	Ms. Ruth Kitson, Executive Director
<b>Email</b>	<a href="mailto:rkitson@cphcare.ca">rkitson@cphcare.ca</a>

**MISSION:** To provide universally accessible and comprehensive primary health care and community support services in the promotion and building of a healthier community.

**SUMMARY:** Community and Primary Health Care—Lanark, Leeds and Grenville provides primary health care and community services to all ages, including seniors who require assistance to remain safely in their homes. The “Services for Seniors” program focuses on the delivery of services to seniors and adults eighteen years of age and over with physical challenges, all of whom require assistance to remain in their homes.

<b>Agency</b>	<b>Hospice Greater Saint John</b>
<b>Founded</b>	1983
<b>Program</b>	Patient/Family Care Program (established 1983)
<b>Website</b>	<a href="http://www.hospicesj.ca">www.hospicesj.ca</a>
<b>Contact</b>	Mrs. Sandy Johnson, Executive Director
<b>Email</b>	<a href="mailto:sjohnson@hospicesj.ca">sjohnson@hospicesj.ca</a>

**MISSION:** To ease suffering and enhance the quality of life for people facing advanced illness, death, and bereavement.

**SUMMARY:** The Hospice of Greater Saint John provides non-medical support programs and services to people and families coping with advancing illness, care giving, death, and bereavement. The organization is responsible for the addition of new community services in other areas of New Brunswick, for the establishment of a new medical consultation service, and the development of their region’s first 24-hour residential facility in their field of care.

## Honourable Mention Certificate Recipients

---

Honourable Mention certificates recognize programs that were not selected as finalists, but scored very highly in their category. The following two organizations and their applicant programs achieved a certificate of Honourable Mention in 2009.

### *Counselling Services/Crisis Intervention*

Crisis Intervention and Suicide Prevention Centre of British Columbia's Distress Services program, Vancouver, BC;  
[www.crisiscentre.bc.ca](http://www.crisiscentre.bc.ca)

### *Services for People with Disabilities*

Community Living Campbellford/Brighton's Foundations program, Campbellford, ON:  
[www.communitylivingcampbellford.com](http://www.communitylivingcampbellford.com)

## Consistently High Performing Organizations

---

Organizations that consistently perform well in the Donner Awards Program are recognized in this section. The list of consistently high performing organizations is updated annually for the current program year. To be on this list an organization must meet at least one of the following three criteria:

**Criteria 1** The organization must have been a recipient of the *William H. Donner Award* in at least one of the last three years.

**Criteria 2** The organization must have been a recipient of the *William H. Donner Award* in an earlier year and a finalist in the current year or last year.

**Criteria 3** The organization must have applied to the program in the current year and have been an award recipient at least twice in the past and a finalist in the current year or last year.

### *2009 Consistently High Performing Organizations*

Alice Housing (Dartmouth, NS)  
Big Brothers Big Sisters of Peterborough (Peterborough, ON)  
Calgary Pregnancy Care Centre (Calgary, AB)  
Community and Primary Health Care—Lanark, Leeds and Grenville (Brockville, ON)  
Community Living Campbellford/Brighton (Campbellford, ON)  
Cornwall Alternative School (Regina, SK)  
Crisis Intervention and Suicide Prevention Centre of British Columbia (Vancouver, BC)  
Educational Program Innovations Charity Society (North Sydney, NS)  
Hospice Greater Saint John (Saint John, NB)  
Kids Come First Child Care Services (Thornhill, ON)  
Multiple Sclerosis Society of Canada—Calgary and Area Chapter (Calgary, AB)  
Sarnia Lambton Rebound: A Program for Youth (Sarnia, ON)  
Simon House Residence Society (Calgary, AB)  
Sudbury Action Centre for Youth (Sudbury, ON)

Each of these organizations is highlighted with a maple leaf next to their name in the Alumni Directory, which also displays their record in the Donner Awards Program. The majority of these consistently high performing organizations are also 2009 finalists and further information about them may be found in their brief profile.

## 2009 Donner Awards Alumni Directory

This directory provides a complete list of all organizations that have been short-listed as finalists in the Donner Awards since 1998. Organized alphabetically, the directory indicates the category of social service in which finalists were short-listed and the year(s) that they were recognized in the Donner Awards, either as a finalist, or award recipient. Full category names and descriptions are listed in the glossary in Appendix C. Contact details are based on the most recent year for which the organization is listed as a finalist.

### Alumni Directory 2009

Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
A Loving Spoonful	Vancouver, BC	<a href="http://www.alovingspoonful.org">www.alovingspoonful.org</a>	BAS '03, '05	BAS '03, '05		
Alberta Northern Lights Wheelchair Basketball Society	Edmonton, AB	<a href="http://www.albertanorthernlights.com">www.albertanorthernlights.com</a>	DIS '98	DIS '98		
Aleph-Bet Child Life Enrichment Program Inc	Winnipeg, MB	<a href="http://www.jewishwinnipeg.org/ir_listing.html?ID=7497">www.jewishwinnipeg.org/ir_listing.html?ID=7497</a>	CHIL '05			
✳ Alice Housing	Dartmouth, NS	<a href="http://www.alicehousing.ca">www.alicehousing.ca</a>	BAS '04, '07-'09	BAS '04-joint, '07-'09	2008-joint	
Alzheimer Society of Oxford	Woodstock, ON	<a href="http://www.alzheimer.oxford.on.ca">www.alzheimer.oxford.on.ca</a>	SEN '08-'09	SEN '08		
Alzheimer Society of Sault Ste Marie and Algoma District	Sault Ste. Marie, ON	<a href="http://www.alzheimer.algoma.org">www.alzheimer.algoma.org</a>	DIS '06	DIS '06		
Alzheimer Society of Thunder Bay	Thunder Bay, ON	<a href="http://www.alzheimerthunderbay.ca">www.alzheimerthunderbay.ca</a>	SEN '98, '00-'07	SEN '01	2001	
Amyotrophic Lateral Sclerosis (ALS) Society of Manitoba	Winnipeg, MB	<a href="http://www.alsmb.ca">www.alsmb.ca</a>	BAS '99-'00; DIS '08-'09			
Big Brothers Big Sisters of Kitchener Waterloo and Area	Kitchener, ON	<a href="http://www.bbbskw.org">www.bbbskw.org</a>	COUN/ CRIS '99; CRIS '01			
✳ Big Brothers Big Sisters of Peterborough	Peterborough, ON	<a href="http://www.bigbrothersandsistersofptbo.com">www.bigbrothersandsistersofptbo.com</a>	CHIL '05-'09	CHIL '06, '08	2008-joint	
Big Brothers Big Sisters of Victoria	Victoria, BC	<a href="http://www.bbbsvictoria.com">www.bbbsvictoria.com</a>	CHIL '00, '03	CHIL '01, '03-joint		
Big Brothers Big Sisters of West Island	Kirkland, QC	<a href="http://www.bbsofwi.org">www.bbsofwi.org</a>	ALT '04	ALT '04		
Big Brothers Big Sisters of York	Newmarket, ON	<a href="http://www.bbbsy.ca">www.bbbsy.ca</a>	CHIL '06			
Big Brothers of Regina	Regina, SK	<a href="http://www.bigbrothersofregina.com">www.bigbrothersofregina.com</a>	CHIL '98			
Boys and Girls Club of London	London, ON	<a href="http://www.bgclondon.ca">www.bgclondon.ca</a>	BAS '01			
Boys and Girls Club of Niagara	Niagara Falls, ON	<a href="http://www.boysandgirlsclubniagara.org">www.boysandgirlsclubniagara.org</a>	CHIL '01-'05	CHIL '03-joint		
Boys and Girls Clubs of Greater Vancouver	Vancouver, BC	<a href="http://www.bgc-gv.bc.ca">www.bgc-gv.bc.ca</a>	CHIL '98			

✳ This organization is a Donner Awards consistently high performing organization for 2009.

## Alumni Directory 2009

Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
Breast Cancer Action Ottawa/ Sensibilisation au cancer du sein	Ottawa, ON	<a href="http://www.bcaott.ca">www.bcaott.ca</a>	COUN '01			
British Columbia Association of People who Stutter	White Rock, BC	<a href="http://www.bcaps.bc.ca">www.bcaps.bc.ca</a>	DIS '07			
Calgary Inter-Faith Food Bank	Calgary, AB	<a href="http://www.calgaryfoodbank.com">www.calgaryfoodbank.com</a>	BAS '02-'08	BAS '04-joint		
Calgary Meals on Wheels	Calgary, AB	<a href="http://www.mealsonwheels.com">www.mealsonwheels.com</a>	SEN '07-'08			
✳️ Calgary Pregnancy Care Centre	Calgary, AB	<a href="http://www.pregcare.com">www.pregcare.com</a>	CRIS '06-'08; COUN/ CRIS '09	CRIS '06-'08		
Canada Place Childcare Society	Edmonton, AB	<a href="http://www.cpccs.org">www.cpccs.org</a>	CHIL '00			
Canadian Association for Porphyria	Neepawa, MB	<a href="http://www.cpf-inc.ca">www.cpf-inc.ca</a>	COUN '00			
Canadian Mental Health Association for the Kootenays	Cranbrook, BC	<a href="http://www.kootenays.cmha.bc.ca">www.kootenays.cmha.bc.ca</a>	CRIS '07			
Canadian Mental Health Association Halifax Branch	Halifax, NS	<a href="http://www.cmha.ca">www.cmha.ca</a>	DIS '00			
Centre Youville Centre Ottawa Carleton Inc	Ottawa, ON	<a href="http://www.youvillecentre.com">www.youvillecentre.com</a>	CHIL '99-'00	CHIL '99		
Chatham Kent Family YMCA	Chatham, ON	<a href="http://www.ckymca.com">www.ckymca.com</a>	CHIL '99			
✳️ Community and Primary Health Care £ Lanark, Leeds and Grenville	Brockville, ON	<a href="http://www.cphcare.ca">www.cphcare.ca</a>	SEN '05-'09	SEN '06-'07		
✳️ Community Living Campbellford/Brighton	Campbellford, ON	<a href="http://www.communitylivingcampbellford.com">www.communitylivingcampbellford.com</a>	COUN '07; DIS '02-'05, '09; SEN '06	DIS '02-'03, '05-joint, '09-joint	2003, 2005-joint	2009
Community Living Kawartha Lakes	Lindsay, ON	<a href="http://www.communitylivingkl.ca">www.communitylivingkl.ca</a>	DIS '98			
Continuing on in Education	Belleville, ON	<a href="http://continuingonineducation.ca">http://continuingonineducation.ca</a>	ALT '01-'07			
✳️ Cornwall Alternative School	Regina, SK	<a href="http://www.cornwallalternativeschool.com">www.cornwallalternativeschool.com</a>	EDUC '98; TRAD '00, '02-'08	EDUC '98; TRAD '00, '02-'04, '06-'08	2002	2006
✳️ Crisis Intervention and Suicide Prevention Centre of British Columbia	Vancouver, BC	<a href="http://www.crisiscentre.bc.ca">www.crisiscentre.bc.ca</a>	CRIS '00, '02-'03, '05-'07; TRAD '08; EDUC '09	CRIS '03, '05; EDUC '09		
Dartmouth Learning Network	Dartmouth, NS	<a href="http://www.dartmouthlearning.net">www.dartmouthlearning.net</a>	EDUC '98			
Distress Centre of Ottawa and Region	Ottawa, ON	<a href="http://www.dcottawa.on.ca">www.dcottawa.on.ca</a>	CRIS '02, '04-'05			
Dorothy Ley Hospice	Etobicoke, ON	<a href="http://www.dlhospice.org">www.dlhospice.org</a>	SEN '98-'99	SEN '98		

✳️ This organization is a Donner Awards consistently high performing organization for 2009.

## Alumni Directory 2009

Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
East York Learning Experience	Toronto, ON	<a href="http://eyle.toronto.on.ca">http://eyle.toronto.on.ca</a>	EDUC '99			
Edmonton Chinese Bilingual Education Association	Edmonton, AB	<a href="http://www.ecbea.org">www.ecbea.org</a>	TRAD '08			
✳ Educational Program Innovations Charity Society	North Sydney, NS	<a href="http://epiccharity.com">http://epiccharity.com</a>	CHIL '07-'09	CHIL '07, '09		
Elizabeth Fry Society of Greater Vancouver	New Westminster, BC	<a href="http://www.elizabethfry.com">www.elizabethfry.com</a>	BAS '98			
Elizabeth Fry Society of Mainland Nova Scotia	Dartmouth, NS	<a href="http://www.efrynovascotia.com">www.efrynovascotia.com</a>	COUN '08			
Etobicoke Services for Seniors	Etobicoke, ON	<a href="http://ess.web.ca">http://ess.web.ca</a>	SEN '00, '02	SEN '02		
Evangel Hall	Toronto, ON	<a href="http://www.evangelhall.ca">www.evangelhall.ca</a>	BAS '99-'00; COUN/ CRIS '98-'99; EDUC '99			
FEED Nova Scotia	Halifax, NS	<a href="http://www.feednovascotia.ca">www.feednovascotia.ca</a>	BAS '02	BAS '02		
Fife House	Toronto, ON	<a href="http://www.fifehouse.org">www.fifehouse.org</a>	BAS '99-'00	BAS '00		
Foodpath (Interfaith Peel Association to Tackle Hunger)	Mississauga, ON	<a href="http://www.foodpath.org">www.foodpath.org</a>	BAS '98			
Fraser Recovery Program	Quebec, QC	<a href="http://www.thefrp.org">www.thefrp.org</a>	SUB '04			
Fresh Start Recovery Centre	Calgary, AB	<a href="http://www.freshstartrecoverycentre.com">www.freshstartrecoverycentre.com</a>	SUB '06-'09			
Friends of the Canadian War Museum (FCWM)	Ottawa, ON	<a href="http://www.friends-amis.org">www.friends-amis.org</a>	ALT '08			
Girl Guides of Canada	Toronto, ON	<a href="http://www.girlguides-toronto.com">www.girlguides-toronto.com</a>	CHIL '02			
Habitat for Humanity—National Capital Region	Ottawa, ON	<a href="http://www.habitat-ncr.com">http://www.habitat-ncr.com</a>	BAS '09			
Habitat for Humanity Halton	Burlington, ON	<a href="http://www.habitathalton.ca">www.habitathalton.ca</a>	BAS '06	BAS '06		
Harmony	Sarnia, ON	<a href="http://www.harmonyfor-youth.org">www.harmonyfor-youth.org</a>	CHIL '08-'09			
Horton Street Seniors' Centre	London, ON	<a href="http://www.bgclondon.ca/seniorsPrograms.html">www.bgclondon.ca/seniorsPrograms.html</a>	SEN '98			
Hospice Dufferin	Orangeville, ON	<a href="http://www.hospicedufferin.com">www.hospicedufferin.com</a>	COUN '05-'06			
✳ Hospice Greater Saint John	Saint John, NB	<a href="http://www.hospicesj.ca">www.hospicesj.ca</a>	SEN '03-'06, '09	SEN '04-'05, '09		
Hospice of Waterloo Region	Kitchener, ON	<a href="http://www.hospicewaterloo.ca">www.hospicewaterloo.ca</a>	COUN '02-'04, '06-'07; SEN '05			
Inner City Home of Sudbury	Sudbury, ON	<a href="mailto:ichos@vianet.ca">ichos@vianet.ca</a>	BAS '01-'09			
InnerVisions Recovery Society of BC	Port Coquitlam, BC	<a href="http://www.innervisionsrecovery.com">www.innervisionsrecovery.com</a>	SUB '03-'07	SUB '06	2006-joint	
Janus Academy Society	Calgary, AB	<a href="http://www.janusacademy.com">www.janusacademy.com</a>	ALT '05			

✳ This organization is a Donner Awards consistently high performing organization for 2009.

## Alumni Directory 2009

Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
John Knox Christian School	Oakville, ON	<a href="http://www.jkcs-oakville.org">www.jkcs-oakville.org</a>	TRAD '05, '07	TRAD '05		
Julien House Society/ Westminster House	New Westminster, BC	<a href="http://www.westminsterhouse.ca">www.westminsterhouse.ca</a>	SUB '00	SUB '00-joint		
✦ Kids Come First Child Care Services	Thornhill, ON	<a href="http://www.between-friends.org">www.between-friends.org</a>	CHIL '02, '04, '08	CHIL '02, '04		
Kitsilano Area Child Care Society	Vancouver, BC	604-732-6327	CHIL '00	CHIL '00		
Lakeview Montessori School	Windsor, ON	<a href="http://lakeview-school.com">http://lakeview-school.com</a>	EDUC '98			
Last Door Recovery Centre	New Westminster, BC	<a href="http://www.lastdoor.org">www.lastdoor.org</a>	SUB '98			
London Christian Elementary School	London, ON	<a href="http://www.londonchristian.ca">www.londonchristian.ca</a>	TRAD '01			
London Crisis Pregnancy Centre	London, ON	<a href="http://www.notalone.ca">www.notalone.ca</a>	CRIS '03-'06, '08; COUN/CRIS '09			
Lynn Valley Parent Participation Preschool	North Vancouver, BC	<a href="http://www.lvppp.org">www.lvppp.org</a>	TRAD '00-'01	TRAD '01		
Maidstone Group Home Society Inc	Maidstone, SK	<a href="http://www.caringcareers.ca/member_agencies/details.php?id=53">www.caringcareers.ca/member_agencies/details.php?id=53</a>	DIS '06, '08			
Mid Toronto Community Services	Toronto, ON	<a href="http://www.midtoronto.com">www.midtoronto.com</a>	SEN '00			
Moncton Crisis Pregnancy Center Inc	Moncton, NB	<a href="http://www.pregnancy-support.ca">www.pregnancy-support.ca</a>	ALT '00; CRIS '99-'00			
✦ Multiple Sclerosis Society of Canada—Calgary and Area Chapter	Calgary, AB	<a href="http://www.msocalgary.org">www.msocalgary.org</a>	DIS '99-'09	DIS '00, '01-joint, '04, '05-joint, '07, '08-joint, '09-joint	2000-joint, 2005-joint	2005
Multiple Sclerosis Society of Canada—Timmins Chapter	Timmins, ON	<a href="http://www.mssociety.ca/chapters/timmins">www.mssociety.ca/chapters/timmins</a>	DIS '01			
National Council of Jewish Women of Canada, Toronto Section	Toronto, ON	<a href="http://www.ncjwc-ts.org">www.ncjwc-ts.org</a>	EDUC '99; SEN '99			
Niagara Regional Literacy Council	St. Catharines, ON	<a href="http://www.literacyniagara.org">www.literacyniagara.org</a>	ALT '03			
Norfolk Association for Community Living	Simcoe, ON	<a href="http://www.nacl.ca">www.nacl.ca</a>	DIS '98 - '03	DIS '99, '01-joint		
Opportunity for Advancement	Toronto, ON	<a href="http://www.ofacan.com">www.ofacan.com</a>	ALT '05			
Ottawa Waldorf School	Stittsville, ON	<a href="http://www.waldorf.cyberus.ca">www.waldorf.cyberus.ca</a>	EDUC '99; TRAD '03			
Pacific Assistance Dogs Society	Burnaby, BC	<a href="http://www.pads.ca">www.pads.ca</a>	DIS '05, '07-'08	DIS '08-joint		
Parkgate Community Services Society	North Vancouver, BC	<a href="http://www.myparkgate.com">www.myparkgate.com</a>	ALT '02; SEN '01-'03	ALT '02; SEN '03		
Penticton Christian School	Penticton, BC	<a href="http://www.pentictonchristianschool.ca">www.pentictonchristianschool.ca</a>	TRAD '05-'06			

✦ This organization is a Donner Awards consistently high performing organization for 2009.



## Alumni Directory 2009

Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
Pickering Christian School	Ajax, ON	<a href="http://www.pickeringcs.on.ca">www.pickeringcs.on.ca</a>	TRAD '00-'01			
Planned Parenthood— Newfoundland and Labrador Sexual Health Centre Inc	St. John's, NL	<a href="http://www.nlsexualhealthcentre.org">www.nlsexualhealthcentre.org</a>	ALT '08			
Recovery Acres (Calgary) Society	Calgary, AB	<a href="http://www.recoveryacres.org">www.recoveryacres.org</a>	SUB '99, '01-'03			
Regent Park Focus Youth Media Arts Centre	Toronto, ON	<a href="http://www.catchdaflava.com">www.catchdaflava.com</a>	SUB '98			
🍁 Sarnia Lambton Rebound: A Program for Youth	Sarnia, ON	<a href="http://www.reboundonline.com">www.reboundonline.com</a>	ALT '00-'08; COUN/CRIS '98-'99, '09; CRIS '00-'06, '08; EDUC '09	ALT 03, '05-'08; COUN/CRIS '98-'99, '09; CRIS '00-'02, '04	1998, 2000-joint, 2004-joint, 2009	2004
Saskatchewan Abilities Council	Saskatoon, SK	<a href="http://www.abilitiescouncil.sk.ca">www.abilitiescouncil.sk.ca</a>	DIS '99			
Saskatchewan Music Educators Association	Cudworth, SK	<a href="http://www.musiceducationonline.org">www.musiceducationonline.org</a>	EDUC '09			
Second Base Youth Shelter (Scarborough)	Scarborough, ON	<a href="http://www.secondbase.ca">www.secondbase.ca</a>	BAS '98			
🍁 Simon House Residence Society	Calgary, AB	<a href="http://www.simonhouse.com">www.simonhouse.com</a>	SUB '98-'99, '02-'05, '07-'09	SUB '98, '03-'05, '07-'09	2004-joint, 2007	2007
Society for Christian Educa- tion in Southern Alberta	Lethbridge, AB	<a href="http://www.sonrisechristianacademy.com">www.sonrisechristianacademy.com</a>	TRAD '02-'03			
Sonrise Christian Academy	Picton, ON	<a href="http://www.sonrisechristianacademy.com">www.sonrisechristianacademy.com</a>	TRAD '04-'05			
Southwest Day Care and Early Learning Centre	Moose Jaw, SK	<a href="mailto:swdc_elc@lycos.com">swdc_elc@lycos.com</a>	CHIL '01, '03			
St. Joseph's Villa	Dundas, ON	<a href="http://www.sjv.on.ca">www.sjv.on.ca</a>	SEN '98-'01	SEN '99-'00	1999	
🍁 Sudbury Action Centre for Youth	Sudbury, ON	<a href="http://www.sacy.ca">www.sacy.ca</a>	COUN '01-'08; SUB '01-'02, '04-'09	COUN '04-'07; SUB '02	2006-joint	2008
Sunshine Centres for Seniors	Toronto, ON	<a href="http://www.sunshinecentres.com">www.sunshinecentres.com</a>	SEN '02			
Teen Aid Southwest Inc	Swift Current, SK	<a href="mailto:teenaidsw@sasktel.net">teenaidsw@sasktel.net</a>	ALT '06-'07			
The Children's Garden Nurs- ery School	Pembroke, ON	<a href="http://www.thechildrensgarden.org">www.thechildrensgarden.org</a>	CHIL '01-'07	CHIL '05		
Together We Can Drug and Alcohol Recovery and Education Society	Vancouver, BC	<a href="http://www.twcvancouver.org">www.twcvancouver.org</a>	SUB '00; COUN '00			
Toronto Heschel School	Toronto, ON	<a href="http://www.torontoheschel.org">www.torontoheschel.org</a>	TRAD '02			
Trenton Christian School So- ciety	Trenton, ON	<a href="http://www.trentonchristianschool.com">www.trentonchristianschool.com</a>	TRAD '04; '06-'07			
Vancouver AIDS Society	Vancouver, BC	<a href="http://www.aidsvancouver.org">www.aidsvancouver.org</a>	BAS '99-'01	BAS '99, '01		
Vernon and District Hospice Society	Vernon, BC	<a href="http://www.vernonhospice.ca">www.vernonhospice.ca</a>	COUN '00-'01, '03	COUN '00-'01		

🍁 This organization is a Donner Awards consistently high performing organization for 2009.

## Alumni Directory 2009

Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
Vernon Disability Resource Centre	Vernon, BC	<a href="http://www.vrdc.ca">www.vrdc.ca</a>	DIS '04, '06			
VON Corner Brook	Corner Brook, NL	<a href="http://www.von.ca/NationalDirectory/branch.aspx?BranchId=58">www.von.ca/NationalDirectory/branch.aspx?BranchId=58</a>	DIS '01; SEN '99			
Western Ottawa Community Resource Centre	Kanata, ON	<a href="http://www.communityresourcecentre.ca">www.communityresourcecentre.ca</a>	ALT '00-'01; CHIL '99; COUN '01; TRAD '03	ALT '01		
Willowridge Information and Recreation Centre	Etobicoke, ON	<a href="http://www.wirc.ca">www.wirc.ca</a>	CHIL '98	CHIL '98		
Women's Addiction Recovery Mediation WARM	Fort Erie, ON	<a href="http://www.warmniagara.org">www.warmniagara.org</a>	SUB '00	SUB '00-joint		
Womens Centre	Oakville, ON	<a href="http://www.haltonwomenscentre.org">www.haltonwomenscentre.org</a>	COUN '00			
Women's Crisis Services of Waterloo Region	Cambridge, ON	<a href="http://www.wcswr.org">www.wcswr.org</a>	BAS '98	BAS '98		
Wood's Homes	Calgary, AB	<a href="http://www.woodshomes.com">www.woodshomes.com</a>	SUB '99, '01	SUB '99, '01		
Yee Hong Centre for Geriatric Care	Scarborough, ON	<a href="http://www.yeehong.com">www.yeehong.com</a>	SEN '04			
YMCA of Greater Toronto	Toronto, ON	<a href="http://www.ymcatoronto.org">www.ymcatoronto.org</a>	SUB '00			
YMCA Sarnia Lambton	Sarnia, ON	<a href="http://www.ymcasar.org">www.ymcasar.org</a>	BAS '02; COUN '02-'03, '05-'06	COUN '02-'03		
York Region Abuse Program	Newmarket, ON	<a href="http://www.yrap.ca">www.yrap.ca</a>	ALT '00, '04; COUN/ CRIS '98-'99; CRIS '00; COUN '04-'05; EDUC '99	ALT '00; EDUC '99		
Youth Services of Lambton County—Huron House Boys' Residential Home	Bright's Grove, ON	<a href="http://www.hhbh.ca">www.hhbh.ca</a>	COUN '07-'08	COUN '08		

## Appendix A: Technical Discussion of the Performance Scores

---

### What the Confidential Report Shows

The one-page Confidential Report, provided to all applicants as part of their participation in the Donner Awards Program, contains an agency's particular performance in all ten areas of evaluation. Along with the individual agency score, this report specifies the highest and lowest scores for the particular category in which the agency applied. Knowing the range within which all of the agency scores exist is useful 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 range within which all of the agency scores exist, the Confidential Report specifically includes 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 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 Donner Awards program 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 services for seniors or prevention and treatment of substance abuse, 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 programming and receive a score of 0. The remaining agency scores are standardized to fall within the range of 0 to 10.

---

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

**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 decide 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, and thus may not send in their application. 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	0.0	8.0	3.4	3.1
Volunteers	0.0	7.5	3.0	2.7
Income Independence	0.0	10.0	6.9	7.4
Financial Management	1.0	8.7	6.3	6.5

## Appendix B: Guidelines for Giving

---

*The Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services* help Canadians make wise giving decisions by establishing clear and objective criteria for evaluating non-profit effectiveness, efficiency, and accountability. When investing your charitable dollars in the non-profit organization of your choice, consider whether the organization demonstrates excellence in the following ten areas:

### Financial Management

First and foremost, non-profit organizations must demonstrate competence and ability in managing their financial affairs. Organizations should demonstrate good financial management by:

- Generating an annual surplus that insulates them against any unexpected income change;
- Increasing revenues while containing costs;
- Devoting the majority (at least 60-75%) of financial resources to program spending;
- Having an independent entity, such as an accountant or consultant, validate the organization's financial records through an audit or review engagement;
- Sending an annual report to donors and members.

### Income Independence

High levels of diversification in an organization's revenues can insulate them against unexpected changes in income and increase the stability of their revenues. Income independence is demonstrated by:

- Developing a large number of revenue sources;
- Not being overly reliant on a few donors for a large percentage of the organization's revenues;
- Limiting reliance on unstable government funding sources by maintaining a high level of private (individual, foundation, and corporate) contributions;
- Striving to maintain an optimal surplus equal to approximately one year's expenses.

### Strategic Management

Strategic management is a multi-stage, multi-faceted process of goal setting and resource allocation through which resources are directed towards a common goal or objective. Effective non-profit organizations will:

- Articulate a mission or vision statement defining why the organization exists, and the ultimate objective it wants to achieve;
- Form organizational and program goals quantifying the mission statement;
- Ensure that staff and volunteers are fully committed and supportive of the mission and goals.

### Board Governance

The Board of Directors ensures the management is operating the non-profit organization prudently, responsibly, and in accordance with the organization's mission. Organizations demonstrate good board governance by:

- Preserving the independence of the board, by having no more than one paid staff member (usually the executive director) be a voting member of the board;
- Contributing to the revenue development of the organizations, through personal donations, the development of new funding sources and supporters, and raising the community profile of the organization;
- Being active in meetings and committee work, without being overly intrusive in the day-to-day management of the organization;
- Adopting a formal conflict-of-interest policy.

## **Volunteers**

Volunteerism is a defining characteristic of non-profit organizations, providing an important source of resources, including unpaid services and donations of both money and in-kind gifts. The effective management and use of volunteers involves:

- Having a volunteer recruitment program that recognizes the value of recruiting past clients for volunteer activities;
- Having a volunteer management and training program;
- Maximizing the voluntary contributions of volunteers by encouraging the donation of gifts in addition to their time.

## **Staff**

Along with volunteers, an organization's staff forms its foundation and ultimately determines its long-term success. The effective management and use of staff involves:

- Allocating the maximum amount of staff resources to program provision;
- Maintaining low levels of staff turnover;
- Maintaining an effective staff training and development program.

## **Innovation**

Innovation is critical to the success of an organization's overall operations by ensuring that programs keep pace with external and internal changes, and new ways to increase effectiveness and efficiency are applied. Organizations should:

- Be responsive to change;
- Track progress in implementing new or best practices;
- Review the uniqueness and community need for their programs;
- Take advantage of opportunities provided by technological advancements.

## **Program Cost**

Non-profit organizations should demonstrate good value for money by:

- Containing the cost of programs provided;
- Quantifying the goods and services actually provided by a program (outputs).

## **Outcome Monitoring**

In addition to measuring outputs, organizations should also be careful to measure and monitor their outcomes or overall success in achieving the stated goals and objectives of their programs. Organizations can do this by:

- Carefully defining the program's desired outcomes, and monitoring them through such tools as client surveys and tracking, both short-term and long-term;
- Comparing desired and actual outcomes, and establishing a plan of action to deal with any divergences.

## **Accessibility**

Ensuring limited resources are directed towards helping those most in need is more important for some categories of non-profits, such as those providing substance abuse prevention and treatment, basic necessities, services for seniors and those with disabilities. Accessibility can be assessed by:

- Ensuring that inquiries are made regarding the cause of current circumstances;
- Monitoring the repeat use of programs;
- Restricting access or prioritizing access on the basis of need.



## Appendix C: Glossary of Terms

---

**Table 2—Select Summary Statistics Definitions**

FTE	Full-Time Equivalent: Based on the Donner Awards' annual standard of 1,950 (37.5 hours/week x 52 weeks/year).
Clients	Clients are counted only once, no matter the number of times they may have been served by the program in the year.
Hours of Programming	Calculated for all service categories, other than the Provision of Basic Necessities category, as the number of individuals (clients) multiplied by the approximate number of hours each received in service for the year. Calculated for the Provision of Basic Necessities category as the total number of food units (number of meals provided), clothing units (number of people provided with clothing), and shelter units (number of hours stayed) combined.

### **2009 Alumni Directory—Category Definitions**

ALT	Alternative Education: includes agencies or programs providing education (continuing or alternative) and training outside the confines of traditional primary and secondary education.
BAS	Provision of Basic Necessities: includes agencies or programs that provide at least one of three basic life necessities: food, clothing, and shelter.
CHIL	Services for Children: includes agencies or programs that provide care and development for children outside a classroom environment.
COUN	Counselling Services: includes agencies or programs that provide support and information through counselling, whether it is by telephone, in written form, one-on-one, or in a group.
CRIS	Crisis Intervention: includes agencies or programs that provide support and information to those in distress. The service needs to focus mostly on distress; that is, it tends to be an immediate crisis response rather than an attempt to get at the underlying cause.
COUN/CRIS	Counselling Services/Crisis Intervention: combines the Counselling Services and the Crisis Intervention categories. This category was offered in 1998 and 1999, after which it was split into two separate categories. In 2009 the two categories were combined again.
DIS	Services for People with Disabilities: includes agencies or programs that provide goods and/or services for people with a disability.
EDUC	Education: combines the Alternative Education and the Traditional Education categories. This category was offered in 1998 and 1999, after which it was split into two separate categories. In 2009 the two categories were combined again.
SEN	Services for Seniors: includes agencies or programs that provide goods and/or services for people who are senior citizens.
SUB	Prevention and Treatment of Substance Abuse: includes agencies or programs that promote wellness and assist people in dealing with drug and alcohol addictions.
TRAD	Traditional Education: includes classroom-based education for any grade from Kindergarten to Grade 12.



**Special Thanks To:**

The Donner Canadian Foundation  
Friends of Peter F. Drucker  
Charity Village  
Canadian FundRaiser