



2011



Non-Profit Performance Report

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

by Melissa Holoday,
and Niels Veldhuis

Report based on the analysis
undertaken as part of the



**DONNER CANADIAN
FOUNDATION AWARDS**

for Excellence in the Delivery of Social Services

Donner Canadian Foundation Awards Program

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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.

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

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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.¹ Not including the value of volunteer labour, Canada's core non-profit sector (with the exception of hospitals, universities, and colleges) contributed \$35.6 billion to Canada's gross domestic product (GDP) in 2007, or 2.5 percent of the nation's economy. Between 1997 and 2007, economic activity in the core non-profit sector increased faster than for the economy as a whole. The social services sector contributes 23 percent of core non-profit economic activity, the highest share of any group in the sector.²

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.³ Canada's 30,679 non-profits with religious mandates also contribute significantly to the delivery of social services in Canada.⁴

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 2007, Canadian non-profit organizations benefited from 2.1 billion volunteer hours—the equivalent of 1.1 million full-time jobs—and \$10 billion in individual donations.⁵ 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.⁶ The voluntary nature of this sector is one of its most defining characteristics.

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- 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 (2009), *Satellite Account of Non-profit Institutions and Volunteering, 1997 to 2007*, cat. no. 13-015 (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 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 (2009), *Caring Canadians, Involved Canadians: Highlights from the 2007 Canada Survey of Giving, Volunteering and Participating*, cat. no. 71-542-XIE (Ministry of Industry).
 - 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, \$900,000 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.⁷ 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.⁸

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,⁹ 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/sites/default/files/downloads/TAC2008-02-ExecutiveSummary.pdf>.

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.¹⁰

Anticipating this need, The Fraser Institute began developing an objective non-profit performance evaluation system in 1997.¹¹ 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 2011, non-profit organizations from all 10 provinces and 3 territories submitted 6,308 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, 2011

Category	Number of Applicants	Total Revenues	Total Expenses	Total Assets	Staff (FTE*)	Volunteers (FTE*)	Number of Clients**	Hours of Programming Provided***
Counselling Services/Crisis Intervention	76	\$87,488,788	\$86,315,023	\$75,254,860	1,095	1,261	283,893	1,098,893
Education	126	\$218,264,314	\$202,531,938	\$206,168,903	3,125	1,411	3,061,299	340,098,001
Prevention & Treatment of Substance Abuse	21	\$315,811,216	\$313,636,897	\$296,725,525	2,506	335	16,665	3,947,399
Provision of Basic Necessities	84	\$528,622,633	\$503,499,394	\$639,507,357	1,935	3,355	725,441	43,500,497
Services for Children	135	\$265,258,716	\$254,781,107	\$225,209,264	3,071	68,169	332,807	8,826,522
Services for People with Disabilities	84	\$224,959,861	\$222,659,869	\$141,195,201	3,180	1,388	312,590	6,419,242
Services for Seniors	65	\$158,042,473	\$154,155,468	\$111,619,283	1,294	1,423	80,128	14,462,566
TOTAL	591	\$1,798,448,001	\$1,737,579,696	\$1,695,680,394	16,206	77,342	4,812,823	418,353,120

*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 2011, 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.¹² 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 2011 the finalists responded to a series of questions about their program delivery, results, financial management, 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 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 actual results or outcomes achieved (both short-term and long-term), strategies for controlling costs while growing revenues, 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 2011 Donner Awards.

In 2011, the distinguished panel of judges that evaluated the Stage Two finalist agencies' submissions included: Roch Bernier (Director General, Centre d'expertise en santé de Sherbrooke), 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), Doug Jamieson (Chairman and CEO, Charity Village Ltd.), John Rietveld (Past President and Executive Director, Fondation Scouts Canada Foundation), and Brad Zumwalt (Founding Chairman, Social Venture Partners—Calgary). The awards were presented at a special celebratory event hosted by the Honourable David C. Onley, Lieutenant Governor of Ontario at Queen's Park in Toronto on December 2, 2011.

The Fourteenth Annual Donner Awards

A total of 591 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 16,206 and the equivalent of 77,342 full-time volunteers serving 4.8 million clients.¹³

The following list contains the 19 finalist organizations that advanced to the second stage of the 2011 Donner Awards, with the category award recipients in italics.¹⁴ 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

12 To view a copy of the most recent application form, visit our web site at 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."

finalists that have participated in the Donner Awards Program between 1998 and 2011.

Counselling Services/Crisis Intervention

London Crisis Pregnancy Centre (London, ON)
Sarnia Lambton Rebound: A Program for Youth (Sarnia, ON)
Youth Services Of Lambton County (Bright's Grove, ON)

Education

Girls Incorporated Of Durham (Ajax, ON)
Sarnia Lambton Rebound: A Program for Youth (Sarnia, ON)
Saskatchewan 4-H Council (Saskatoon, SK)

Prevention and Treatment of Substance Abuse

Fresh Start Recovery Centre (Calgary, AB)
Sarnia Lambton Rebound: A Program for Youth (Sarnia, ON)
Servants Anonymous Society (Surrey, BC)

Provision of Basic Necessities

Alice Housing (Dartmouth, NS)
Inner City Home of Sudbury (Sudbury, ON)
Minden Food Bank (Minden, ON)

Services for Children

Aleph-Bet Child Life Enrichment Program (Winnipeg, MB)
Big Brothers Big Sisters of Quesnel (Quesnel, BC)
Educational Program Innovations Charity Society (North Sydney, NS)

Services for People with Disabilities

Community Living Campbellford/Brighton (Campbellford, ON)
Multiple Sclerosis Society of Canada—Calgary and Area Chapter (Calgary, AB)
Pacific Assistance Dogs Society (Burnaby, BC)

Services for Seniors

Community and Primary Health Care—Lanark, Leeds and Grenville (Brockville, ON)
Hospice Muskoka (Bracebridge, ON)
North Shore Volunteers for Seniors (West Vancouver, BC)

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 in addition to being recognized as the recipient of the *Donner Canadian Foundation Award for Excellence* in the delivery of their particular service. The prestigious 2011 *William H. Donner Award for Excellence in the Delivery of Social Services*, which includes a cheque for \$20,000, was shared by two organizations who tied with the highest scores overall: Community Living Campbellford/Brighton of Campbellford, Ontario and Servants Anonymous Society of Surrey, British Columbia.

In addition, the eighth annual Peter F. Drucker Award for Non-Profit Management was presented to Community and Primary Health Care—Lanark, Leeds and Grenville of Brockville, Ontario, 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 results presented in this report are based on the analysis of data from all 591 applications submitted by Canadian non-profits for the 2011 Donner Awards. 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, as well as the overall composite score, has a separate section in this report. The separation of each criterion allows agencies to focus on particular areas of performance or, alternatively, to use the composite score to assess overall performance.

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.

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

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 *2011 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.

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.

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.

CONFIDENTIAL PERFORMANCE REPORT¹

2011 Performance Report
Agency Name: ABC Food Bank
Category: Provision of Basic Necessities
Password: Basic Necessities
Code: 39
Identifier: 1986

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

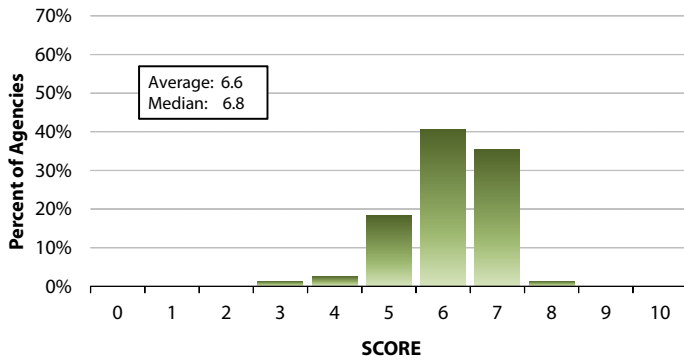
Criteria/Components	Agency Score	Category Average	Category Median	Category High	Category Low
I. Financial Management	6.3	6.6	6.6	7.3	5.3
Annual surplus	3.9	7.1	7.4	9.8	3.9
Revenue increase	10.0	2.4	2.0	10.0	0.4
Cost containment	9.7	9.0	9.6	9.8	0.0
Program spending	3.0	5.0	5.2	9.5	0.0
Financial reporting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

CONFIDENTIAL PERFORMANCE REPORT (continued)¹					
Criteria/Components	Agency Score	Category Average	Category Median	Category High	Category Low
V. Volunteers	6.1	5.0	5.0	7.3	2.0
Volunteers to staff; usage	8.0	1.4	0.7	10.0	0.0
Recruiting	10.0	8.0	6.0	10.0	0.0
Management and development	6.7	6.9	6.7	10.0	0.0
Donations	8.0	5.5	3.5	8.0	0.0
Turnover	4.2	8.0	9.2	10.0	0.0
VI. Staff	2.8	5.5	5.9	7.6	2.5
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
VII. Innovation	2.9	5.5	5.6	7.6	2.6
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
VIII. Program Cost	1.1	6.1	6.9	10.0	0.0
Dollar cost per hour of programming ²	\$40.56	\$18.10	\$14.30	\$45.78	\$0.07
Dollar cost per client ³	\$4.92	\$2,718.45	\$1,537.52	\$20,838.10	\$4.92
Hours per client ³	0.1	1,012.0	104.0	8,760.0	0.1
IX. Outcome Monitoring	6.2	8.3	9.0	10.0	1.0
X. Accessibility	2.8	6.4	7.5	10.0	2.8
COMPOSITE SCORE	5.6	6.6	6.9	8.1	4.1
¹ This report is produced from data provided in your 2011 application to the Donner Awards Program. It must be read in conjunction with the <i>2011 Non-Profit Performance Report</i> , which may be downloaded from www.donnerawards.org . ² Data presented in this manner are for information purposes only. ³ Data presented in this manner are for information purposes only; not used in the calculation of the criteria score.					

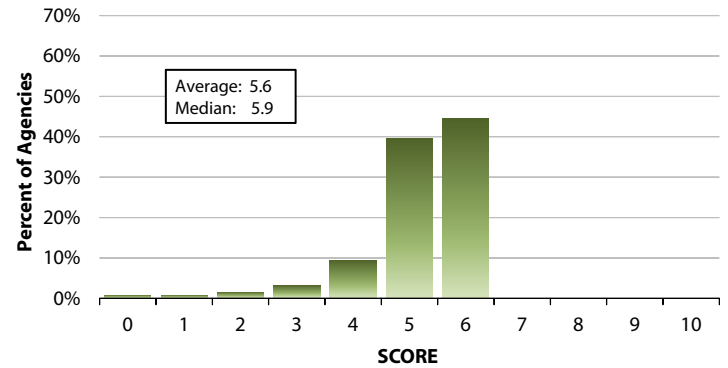
PERFORMANCE CRITERIA

Financial Management

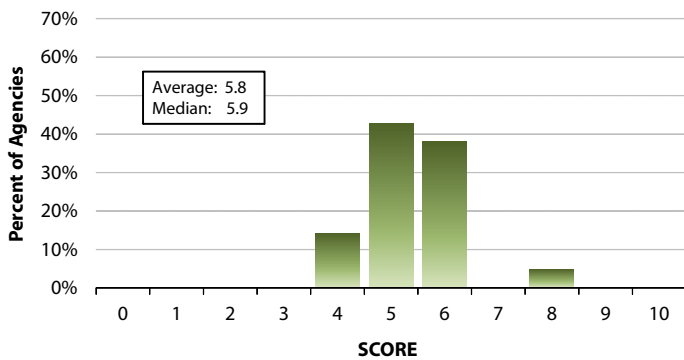
Counselling Services/Crisis Intervention



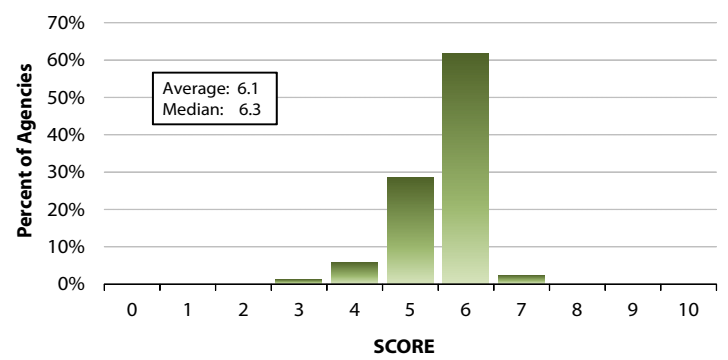
Education



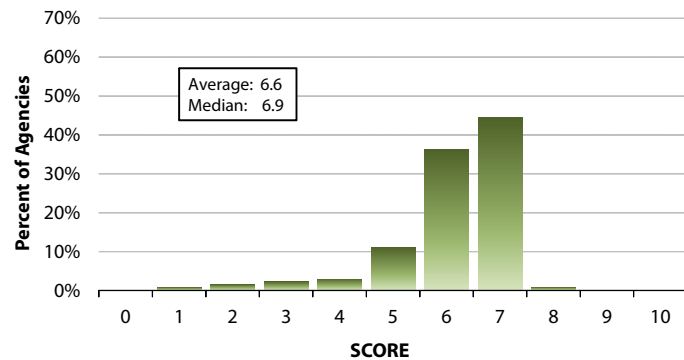
Prevention & Treatment of Substance Abuse



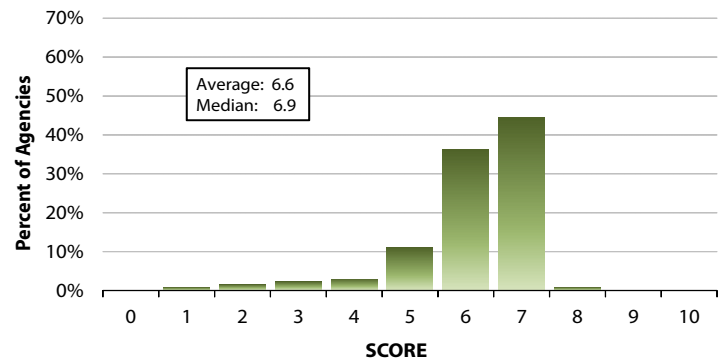
Provision of Basic Necessities



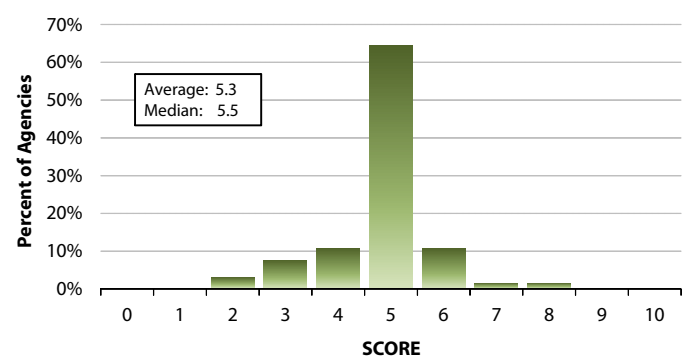
Services for Children



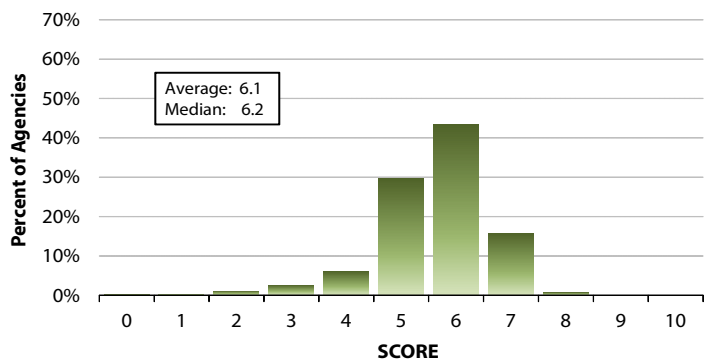
Services for Children



Services for Seniors



ALL AGENCIES



Financial Management

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

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

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

The fourth variable, program expenditures as a percent of total expenditures, is perhaps the most important as it assesses how much of the financial

resources of the agency were directly used to deliver programs. Generally non-profit sector watchdogs suggest that at a minimum, 60 to 75 percent of expenses should be devoted to program spending.¹⁵

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

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

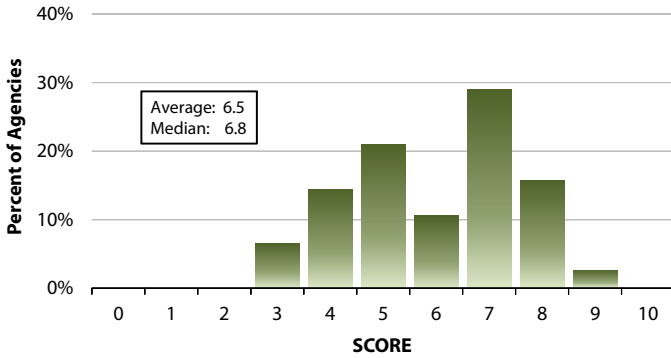
Analysis of results

The average and median scores for financial management ranged from 5.3 to 6.9. No agency received a score of 9 or 10, but some agencies in the Counselling Services/Crisis Intervention, Services for Children, Prevention and Treatment of Substance Abuse, and Services for Seniors categories received a score of 8. A few agencies in the Services for Children and Education categories scored less than 2, indicating poor performance. Overall, 85 percent of all organizations that participated in the 2011 Donner Awards scored in the 5 to 7 range, suggesting that there is room for improvement in the financial management of many organizations.

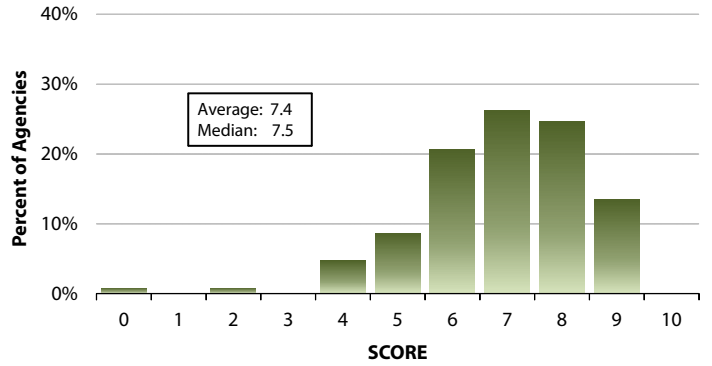
15 The American Institute for Philanthropy's *Charity Rating Guide* recommends that 60 percent or more of a charity's donations should go to program expenses (for details see <http://www.charitywatch.org>). The Better Business Bureau (BBB) Wise Giving Alliance's *Standards for Charity Accountability* 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.

Income Independence

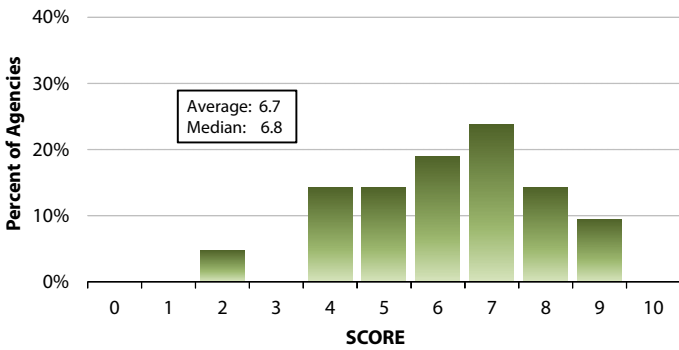
Counselling Services/Crisis Intervention



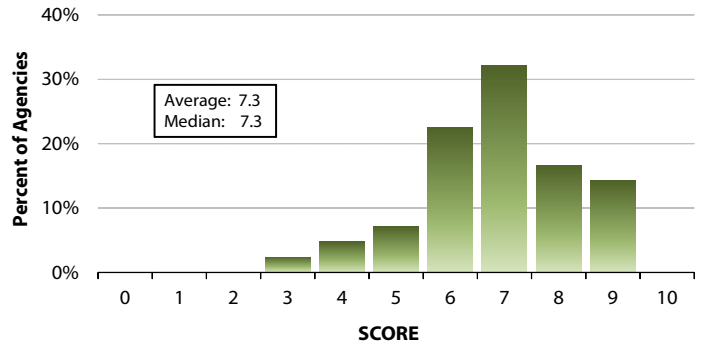
Education



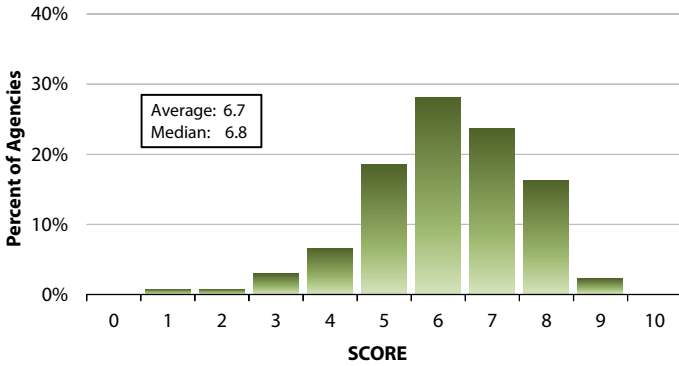
Prevention & Treatment of Substance Abuse



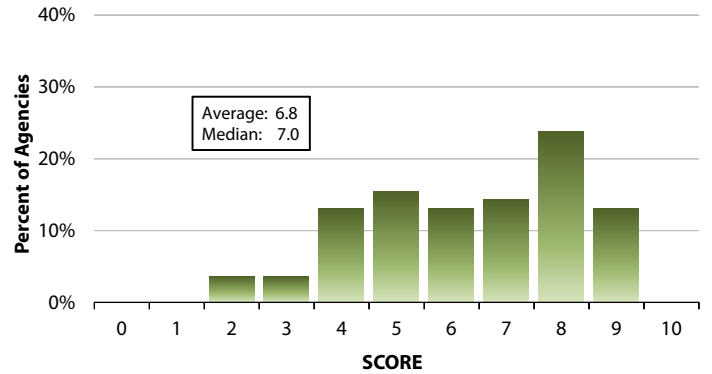
Provision of Basic Necessities



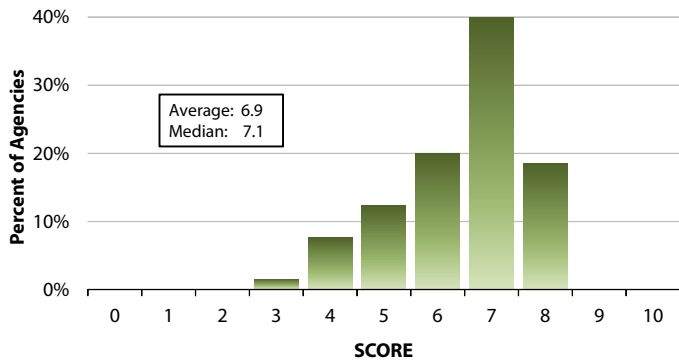
Services for Children



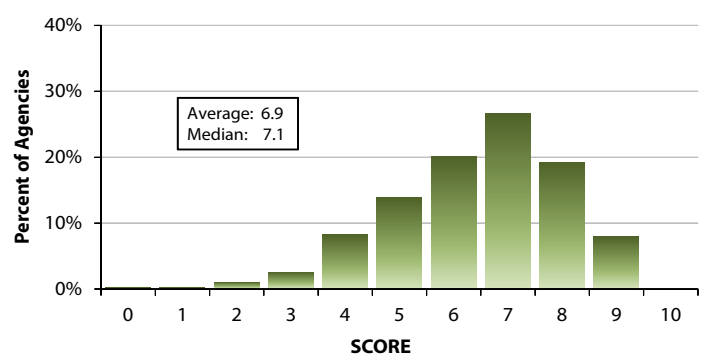
Services for People with Disabilities



Services for Seniors



ALL AGENCIES



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 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 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 in-

stance, 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.¹⁶

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.

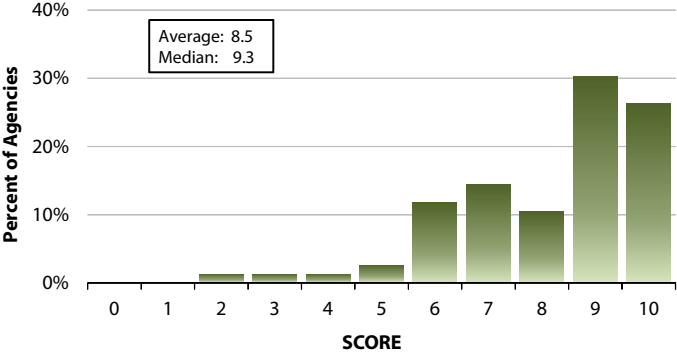
Analysis of results

The average and median scores for this second financial performance variable range from 6.5 to 7.5. Some agencies in each category except Services for Seniors scored 9, indicating very high performance, although no organization received a score of 10. Two categories—Education and Services for Children—each had organizations scoring below 2, indicating poor performance. The largest concentration of high scores was in the Education, Provision of Basic Necessities, and Services for People with Disabilities categories, where over one-third of all organizations scored at least 8.

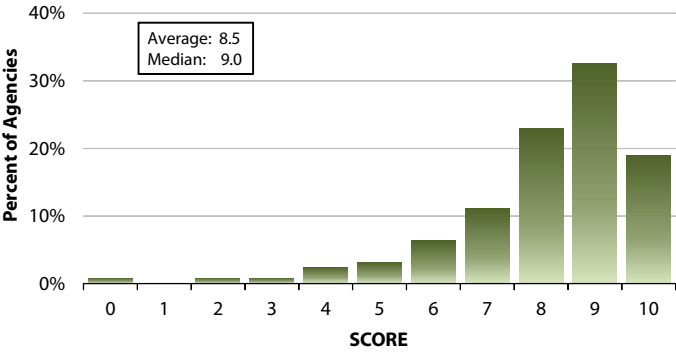
16 For a review of the empirical literature, see Arthur C. Brooks (2000), "Is there a Dark Side to Government Support for Nonprofits?" *Public Administration Review*, vol. 60, no. 3 (May/June), pp. 211-18.

Strategic Management

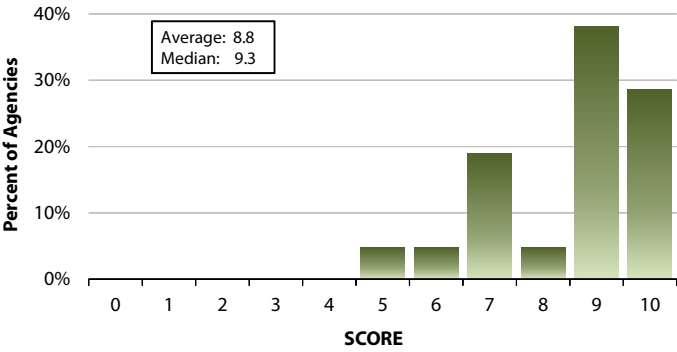
Counselling Services/Crisis Intervention



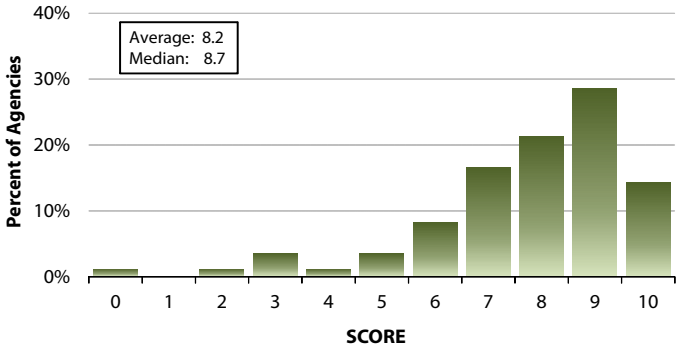
Education



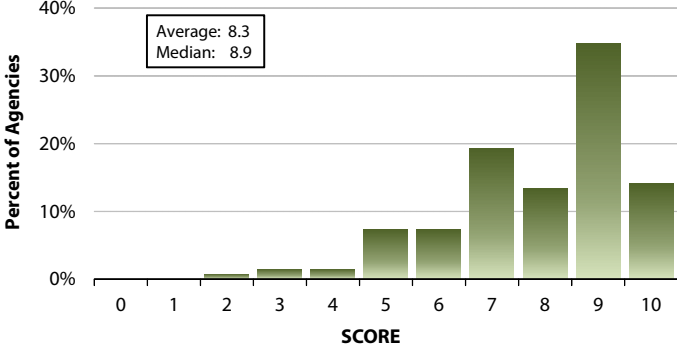
Prevention & Treatment of Substance Abuse



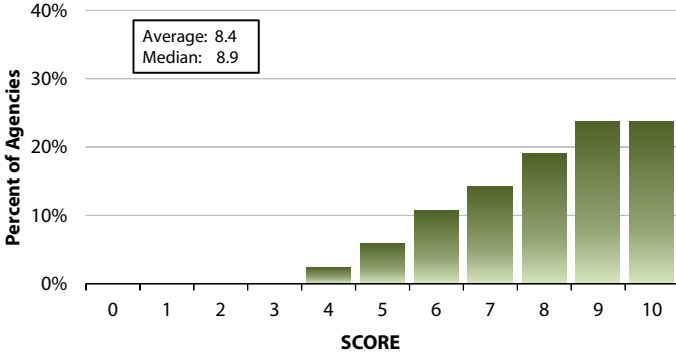
Provision of Basic Necessities



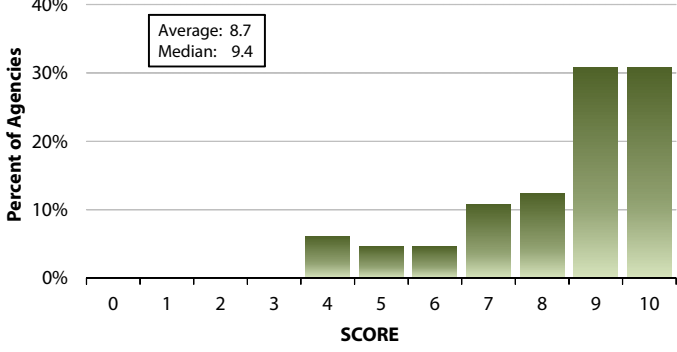
Services for Children



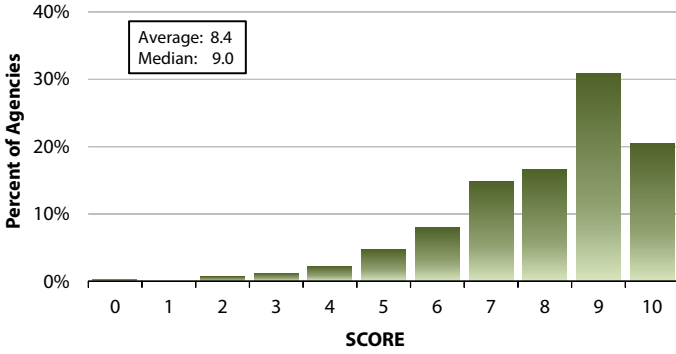
Services for People with Disabilities



Services for Seniors



ALL AGENCIES



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 to, and support, the goals of the organization and its mission statement. Using our example, program-specific objectives might take the form of increasing the

number of participants in a specific program, or decreasing the dropout rate in another program.

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

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

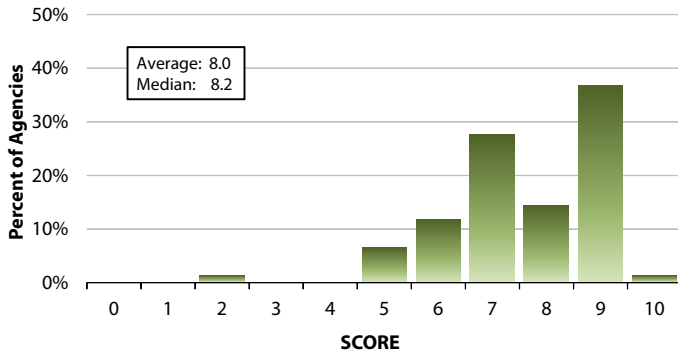
The questions in the survey assessing strategic management focus on the extent of involvement and active participation by staff and volunteers in the strategic management process.

Analysis of results

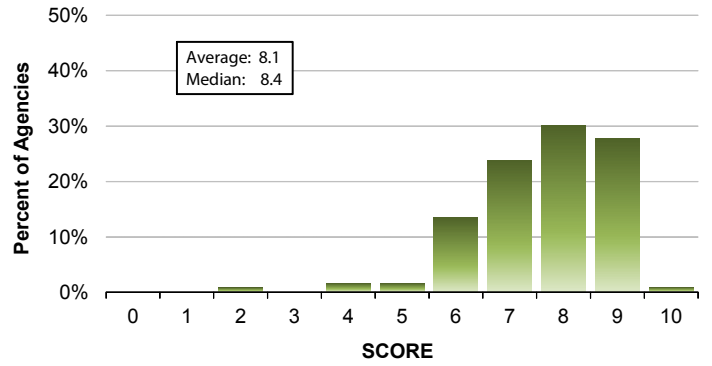
In 2011, Strategic Management was an area of relatively high performance. Average and median scores ranged between 8.2 and 9.4. Every category except for Provision of Basic Necessities and Services for Children had a significant number (more than a sixth) of agencies scoring a perfect 10, with half of all agencies scoring at least 9. Nevertheless, there were some agencies in every category except Prevention and Treatment of Substance Abuse that scored 4 or lower, indicating room for improvement. Some agencies in Provision of Basic Necessities and Education scored less than 2, but the overall results across all categories of service delivery are encouraging.

Board Governance

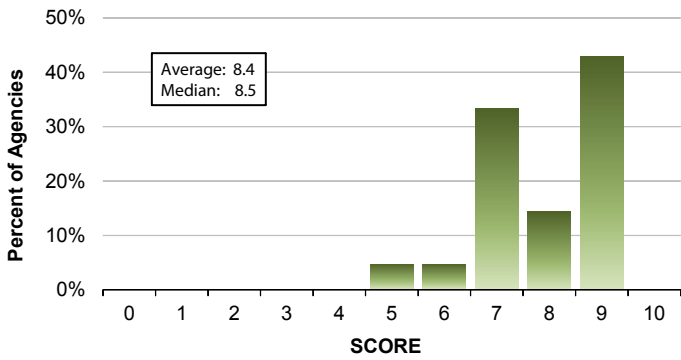
Counselling Services/Crisis Intervention



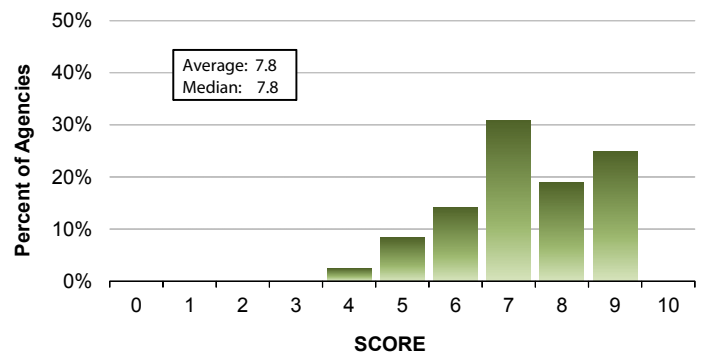
Education



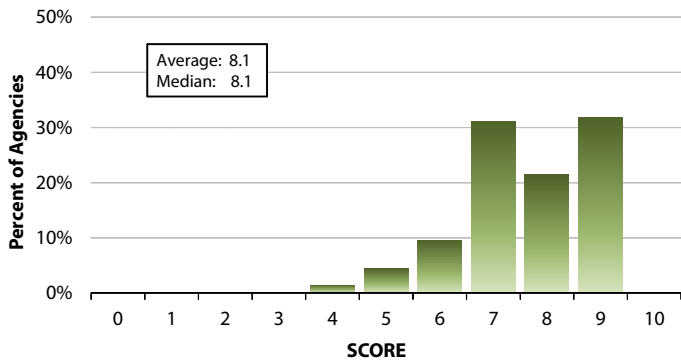
Prevention & Treatment of Substance Abuse



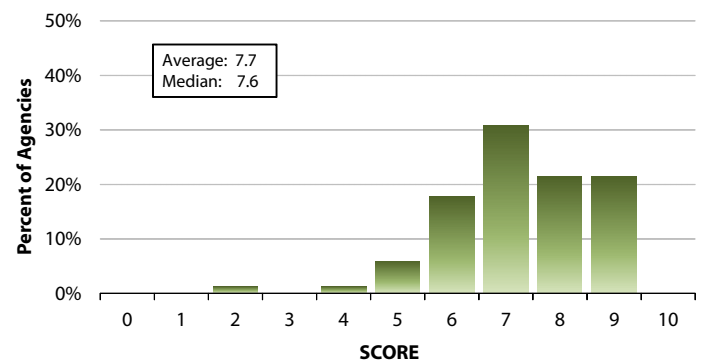
Provision of Basic Necessities



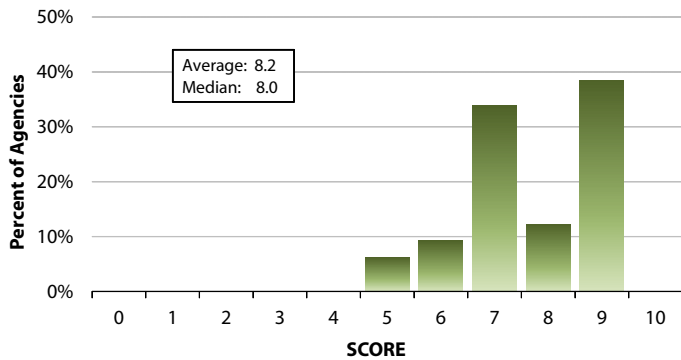
Services for Children



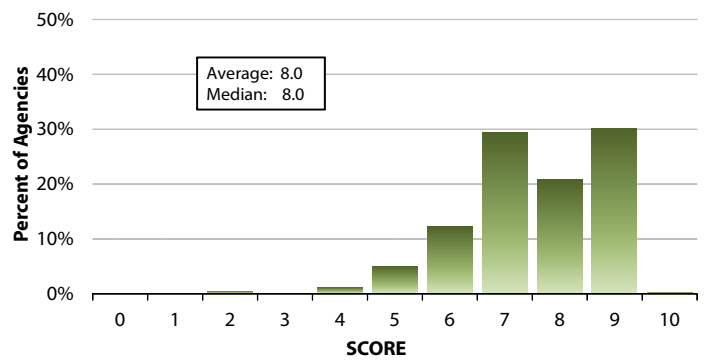
Services for People with Disabilities



Services for Seniors



ALL AGENCIES



Board Governance

The Board of Directors is the critical link between the donors and members of a non-profit organization and its staff and managers. One of the key responsibilities of the Board of Directors is to ensure that the management, and ultimately the 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.¹⁷ 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 indirectly through the development of new funding sources, the introduction of new supporters, and increasing the community profile of the agency.

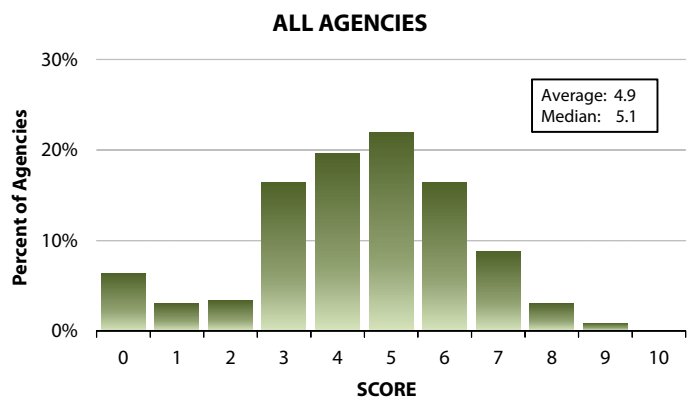
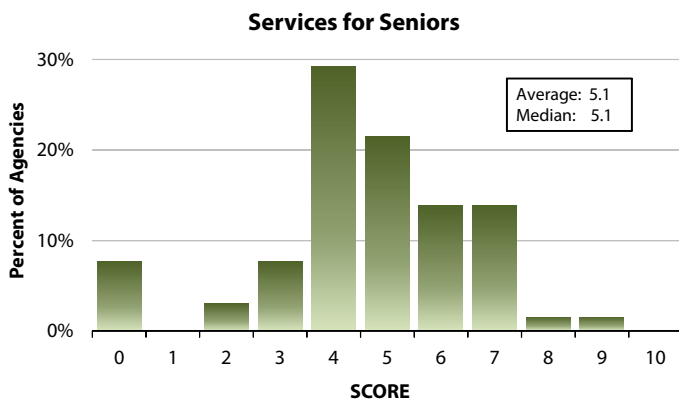
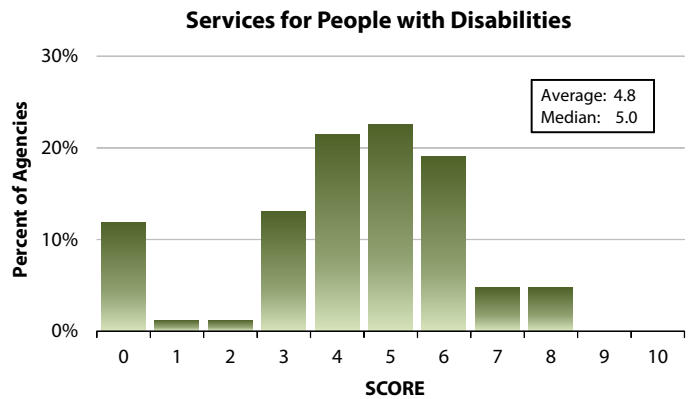
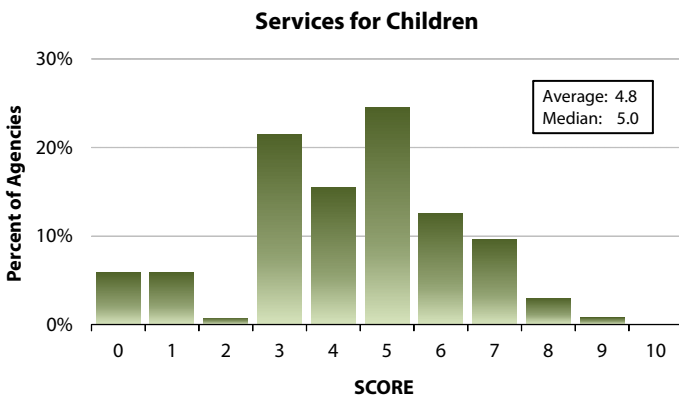
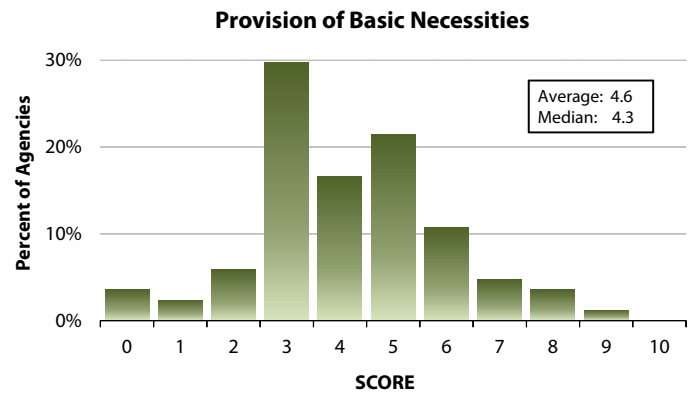
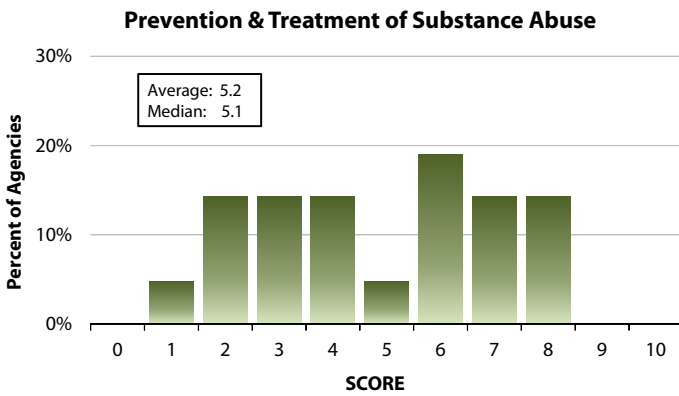
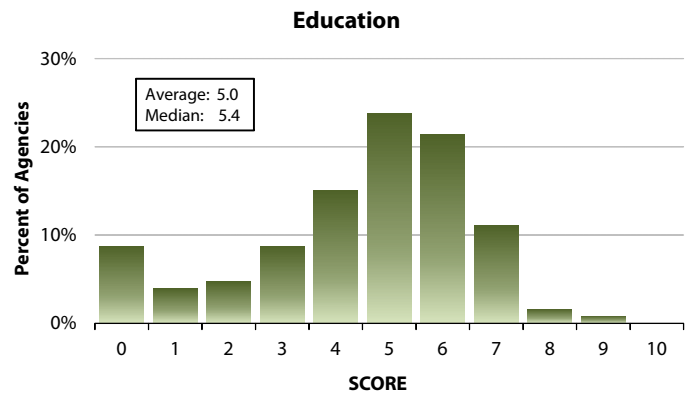
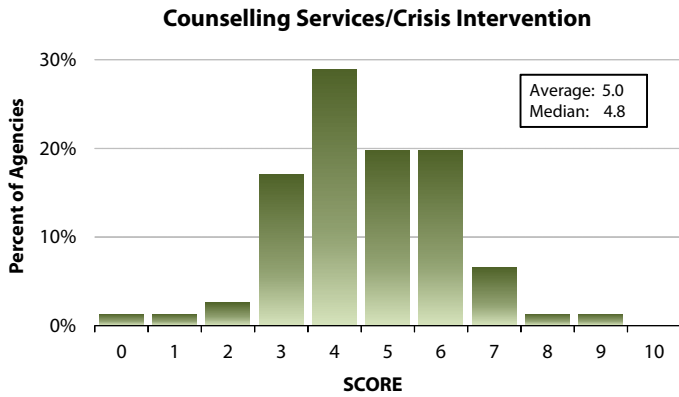
The third and fourth questions attempt to discover the Board of Directors' activity level. There is a fine line between an active and interested Board of Directors and one that is overly intrusive in the affairs of the organization. For this report the regularity and attendance at meetings has been adopted 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.

Analysis of Results

The majority of agencies performed well in the Board Governance section, with the average and median scores for all agencies ranging between 7.6 and 8.5. Agencies in the Education and Counselling Services/Crisis Intervention categories received a perfect score of 10, indicating superior performance. A number of agencies in all categories except Prevention and Treatment of Substance Abuse and Services for Seniors scored less than 5, indicating that there is still room for improvement. Overall, over half of all agencies scored 8 or more for Board Governance.

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

Volunteers



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.¹⁸ 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 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. Volunteers involved in program delivery are counted equally with those who perform administrative tasks, or serve on the board, or on a committee. Those agencies that operate solely with volunteers receive their category's high score equivalent because agencies operating with no paid staff epitomize voluntary action.

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

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

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

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

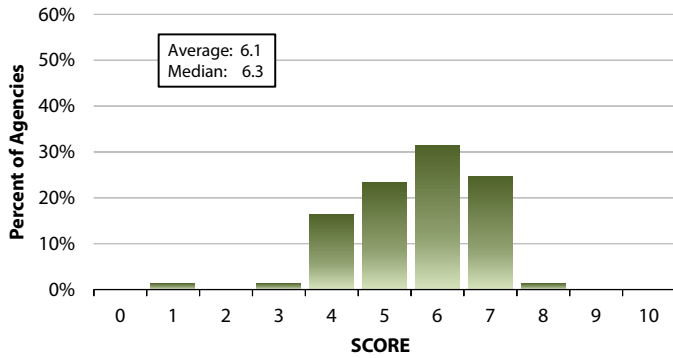
Analysis of results

Of the ten performance criteria evaluated for the Donner Awards, scores were lowest for volunteer usage and management, the first variable assessing personnel effectiveness and use. The average and median scores for all service categories ranged from 4.3 to 5.4. All service categories displayed relatively low scores. Notably, however, a very small number of agencies in the Education, Provision of Basic Necessities, Services for Seniors, Counselling Services/Crisis Intervention, and Services for Children categories did receive scores of 9. There were agencies in every category that scored at least 8. Forty-nine percent of all organizations scored below 5, which indicates that there is room for improvement. Every category included agencies with scores below 2, indicating poor performance. Since the use of volunteers is one of the defining aspects of the voluntary sector, agencies should strive for improvement in this vital area.

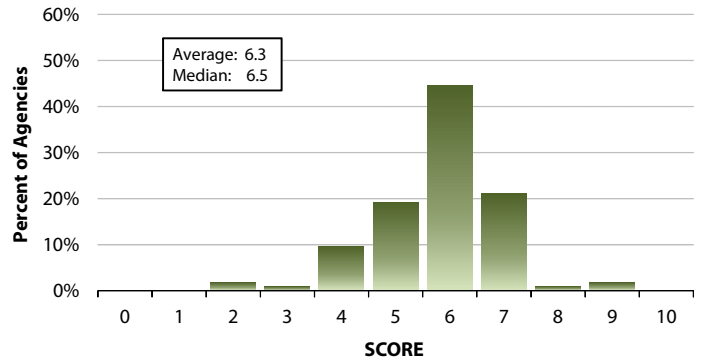
18 See Statistics Canada (2009), *Caring Canadians, Involved Canadians: Highlights From the 2007 Canada Survey of Giving, Volunteering and Participating*, cat. no. 71-542-XIE (Ottawa, ON: Minister of Industry); The National Commission on Philanthropy and Civic Renewal (1997), *Giving Better, Giving Smarter* (available digitally at http://pcr.hudson.org/index.cfm?fuseaction=book_giving); and A. Picard (1997), *A Call to Alms: The New Face of Charities in Canada* (Toronto: Atkinson Charitable Foundation).

Staff

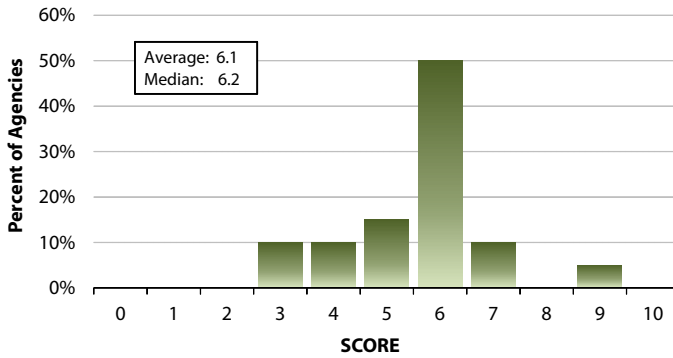
Counselling Services/Crisis Intervention



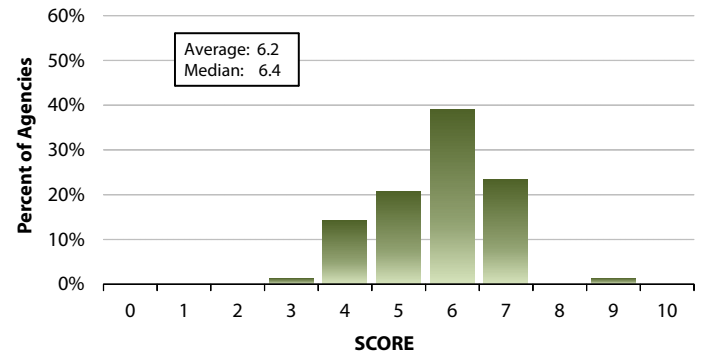
Education



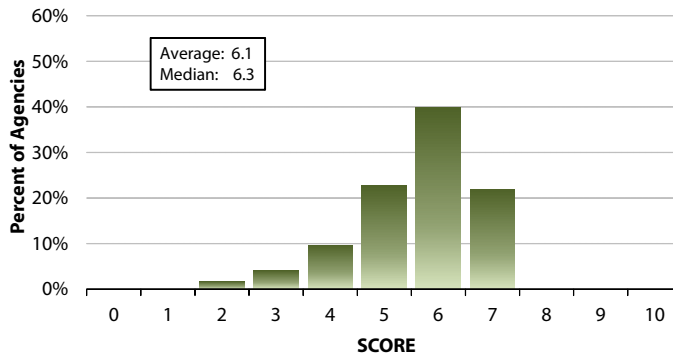
Prevention & Treatment of Substance Abuse



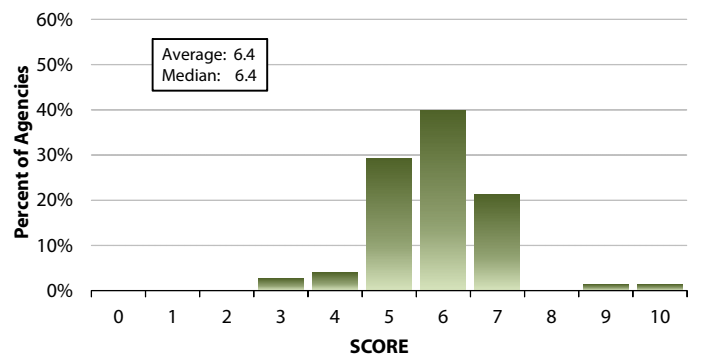
Provision of Basic Necessities



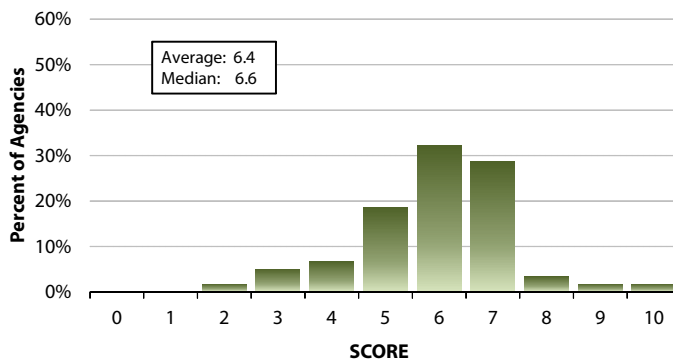
Services for Children



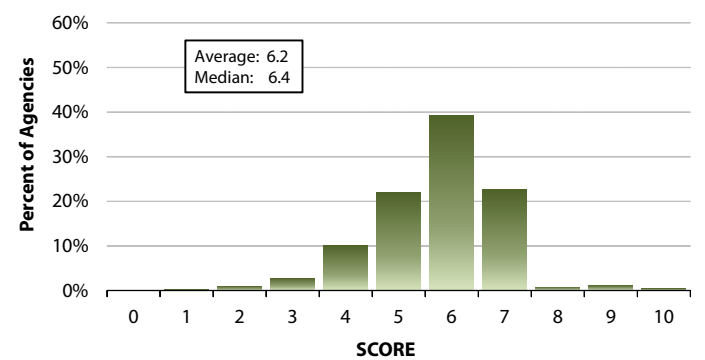
Services for People with Disabilities



Services for Seniors



ALL AGENCIES



Staff

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

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

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

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

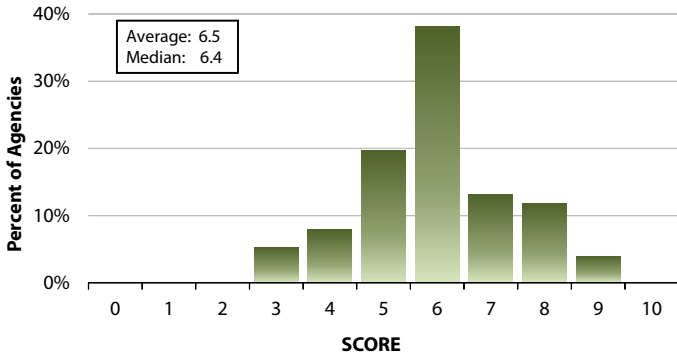
The final variable concerns staff training. An agency that has a staff training program in place can ensure that its employees have the skills required to perform their duties appropriately and efficiently, and are able to stay current with new developments in their program area.

Analysis of results

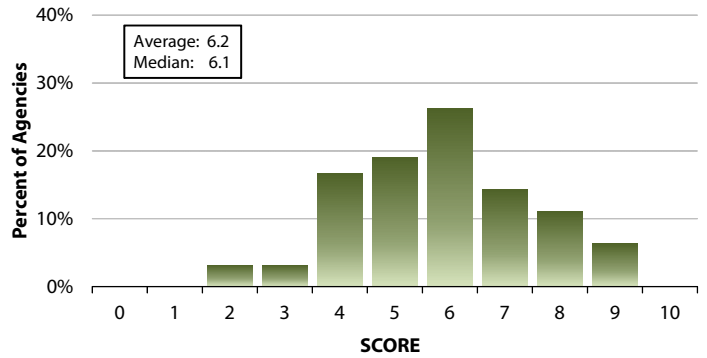
Scores for staff usage and management across all categories were markedly higher than they were for volunteers. Average and median scores ranged between 6.1 and 6.6. A very small number of agencies in the Services for Seniors and Services for People with Disabilities categories distinguished themselves with scores of 10. All categories except the Counselling Services/Crisis Intervention and Services for Children categories included agencies with scores of at least 9. Eighty-four percent of all organizations that participated scored in the 5 to 7 range. A very small number of agencies in the Counselling Services/Crisis Intervention category scored below 2, which signals room for significant improvement in the effective use of paid staff. A few agencies from all categories (not represented in these graphs) had no paid staff, indicating that they were totally volunteer-driven.

Innovation

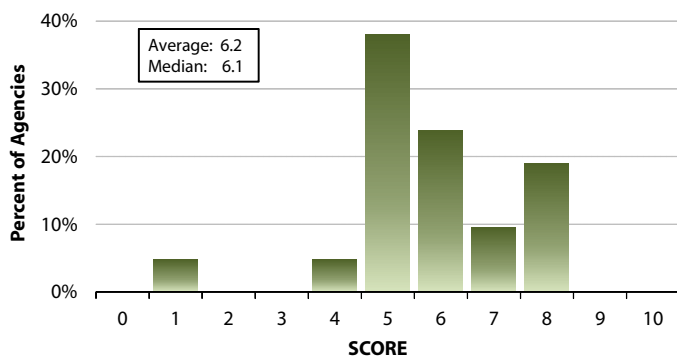
Counselling Services/Crisis Intervention



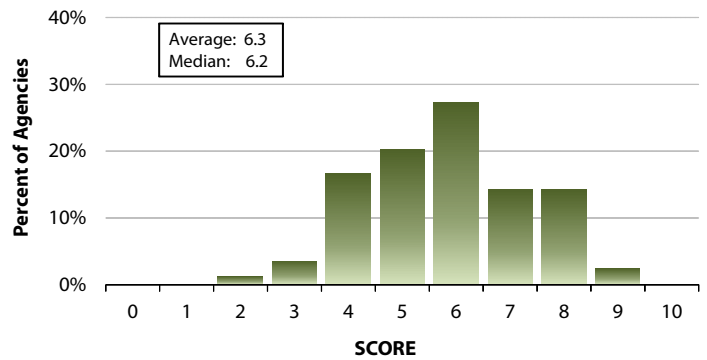
Education



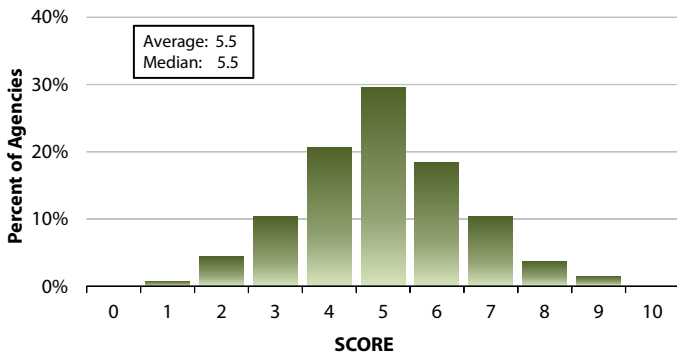
Prevention & Treatment of Substance Abuse



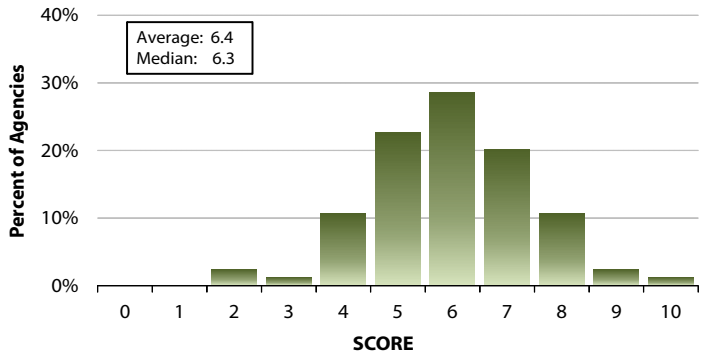
Provision of Basic Necessities



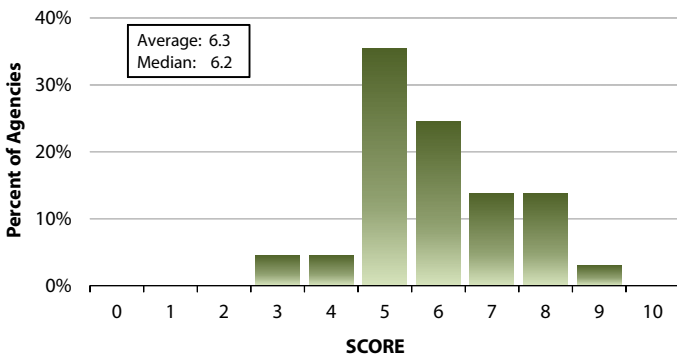
Services for Children



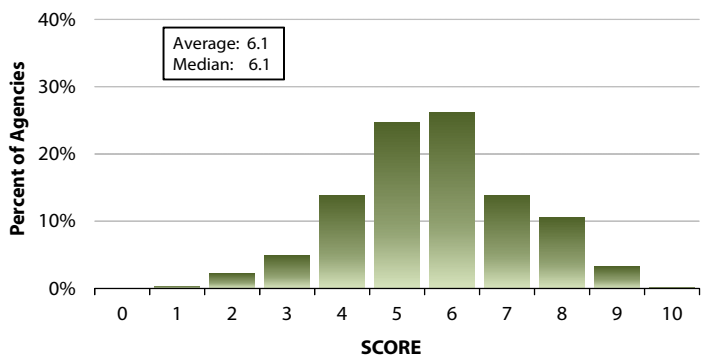
Services for People with Disabilities



Services for Seniors



ALL AGENCIES



Innovation

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

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

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

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

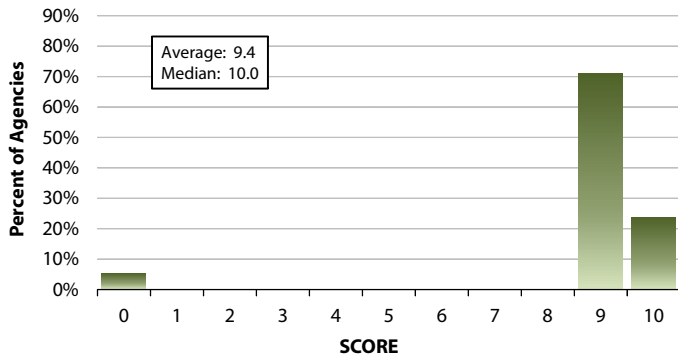
as such. Organizations were asked questions dealing with how they responded to change, and the progress they made toward implementing innovative new practices. They were also asked about the uniqueness of their programs in order to assess the degree to which they have paved new ground in delivering a 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.

Analysis of results

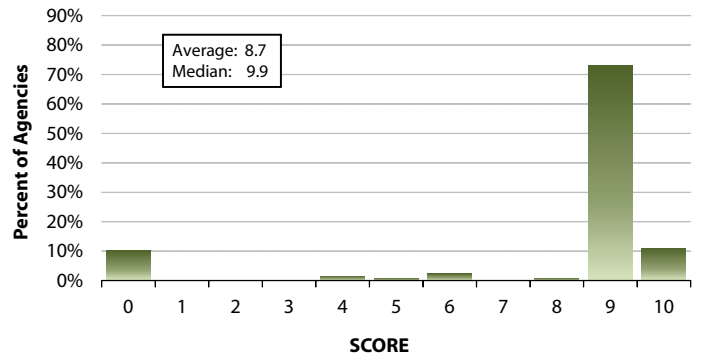
Because Innovation is the most difficult of the ten performance areas to quantify, it is important that results in this section not be interpreted as conclusive. The average and median scores for Innovation across all categories range from 5.5 to 6.5. A small number of agencies in the Services for People with Disabilities category scored a 10, while there were agencies in all categories except the Prevention and Treatment of Substance Abuse category that scored 9. This indicates superior performance. Agencies in the Services for Children and Prevention and Treatment of Substance Abuse categories scored less than 2, indicating there is still considerable room for improvement in this area. Overall, approximately half of all organizations scored in the 6 to 8 range.

Program Cost

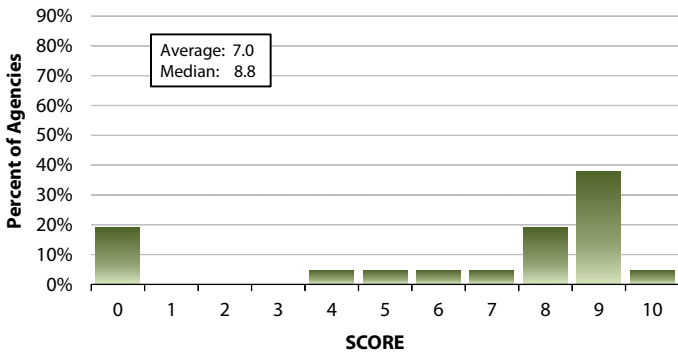
Counselling Services/Crisis Intervention



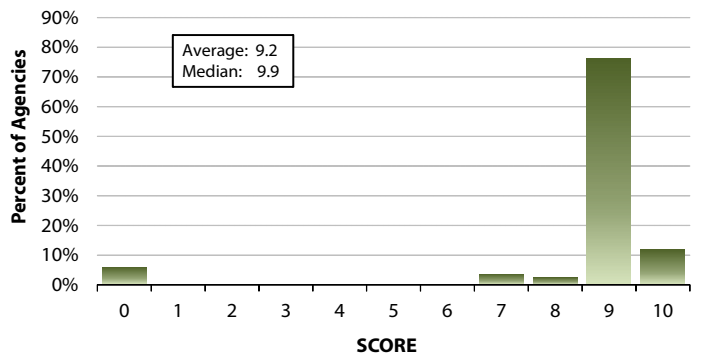
Education



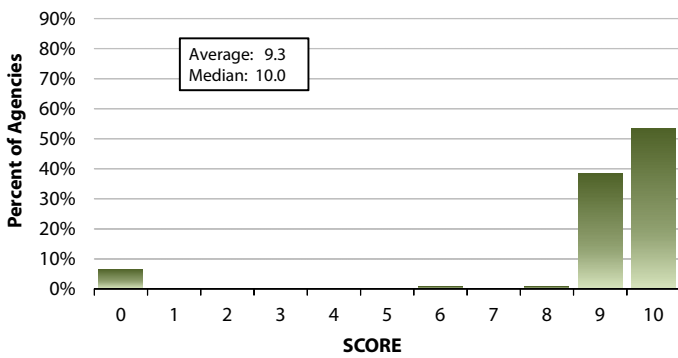
Prevention & Treatment of Substance Abuse



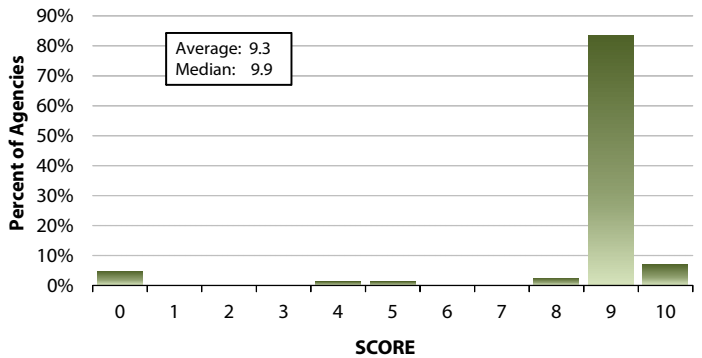
Provision of Basic Necessities



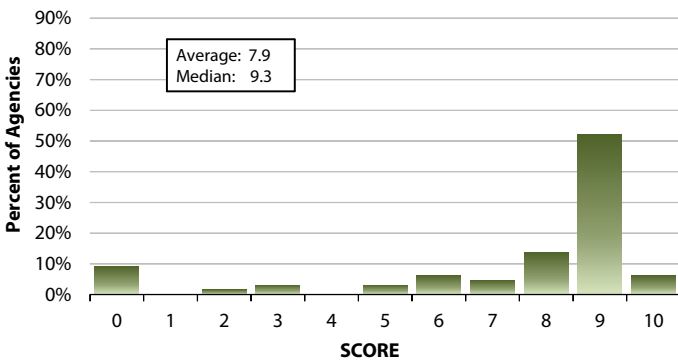
Services for Children



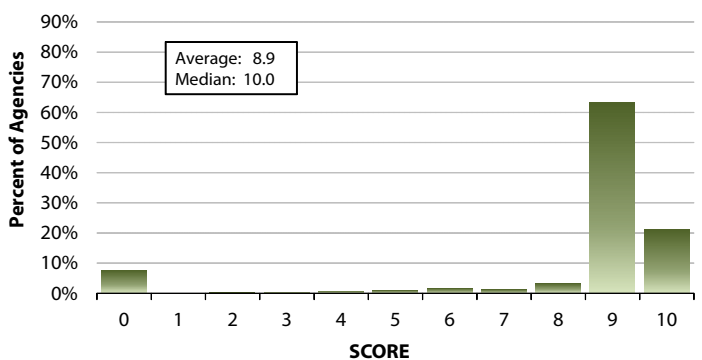
Services for People with Disabilities



Services for Seniors



ALL AGENCIES



Program Cost

This performance measure assesses the per-hour cost of providing a program or service. It is important to reiterate how the scores were calculated. 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.

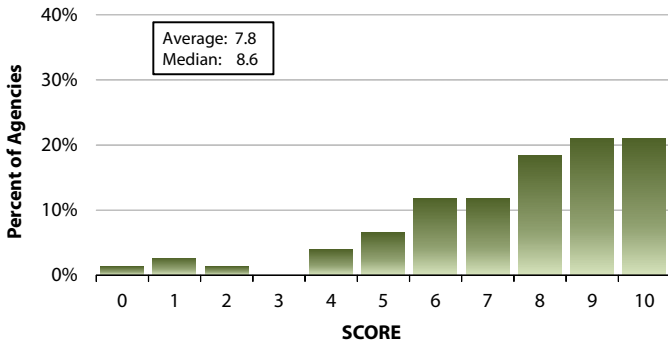
In addition to the overall score for program cost, the Confidential Reports also indicate the dollar cost per program hour provided, the dollar cost per client, and the number of hours of programming provided per client. These data are presented in this manner for information purposes only. Note that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

Analysis of results

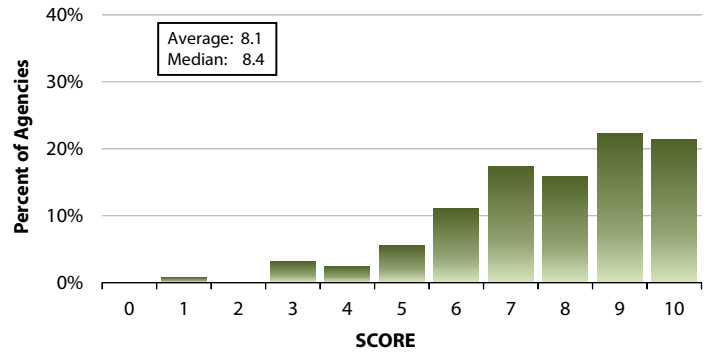
The area of Program Cost had the highest scores of all performance areas, with the average and median scores for all categories ranging from 7.0 to 10.0. Overall, 88 percent of all agencies scored 8 or above, which indicates that the 2011 Donner Award applicants provide low-cost services. While this is encouraging, every category also had agencies that scored less than 1, indicating relatively high program costs that may be due to the type of program delivered, or to poor performance.

Outcome Monitoring

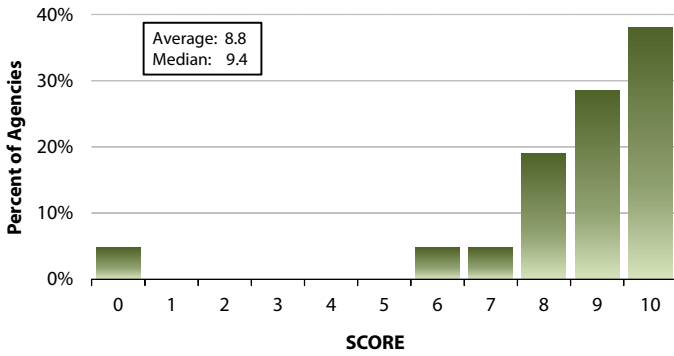
Counselling Services/Crisis Intervention



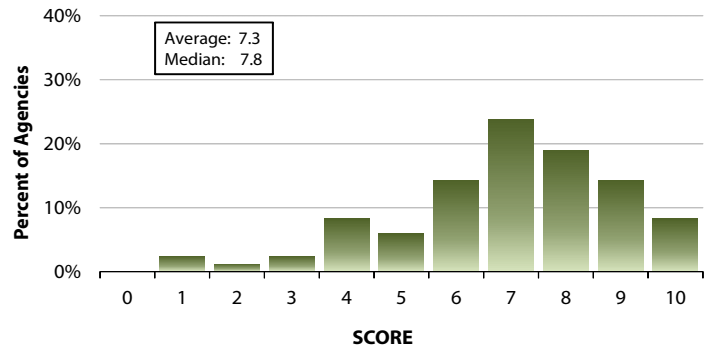
Education



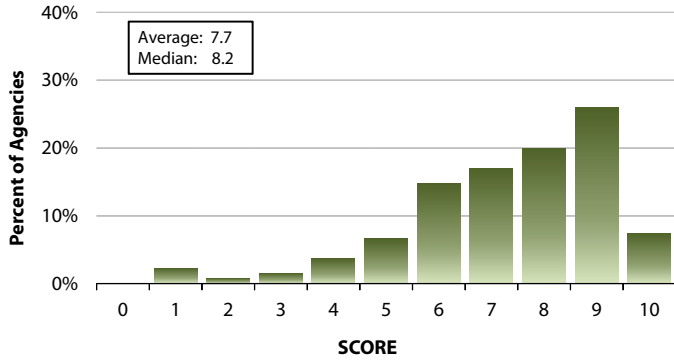
Prevention & Treatment of Substance Abuse



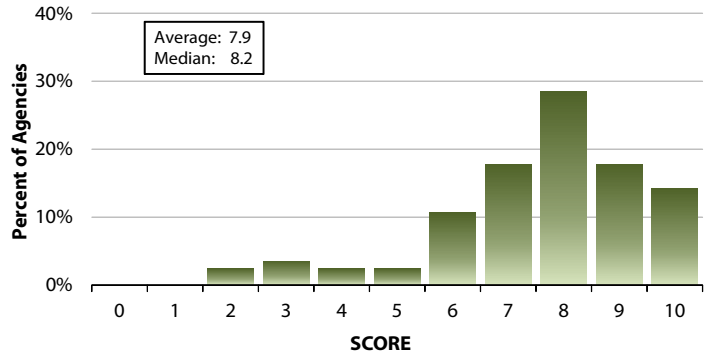
Provision of Basic Necessities



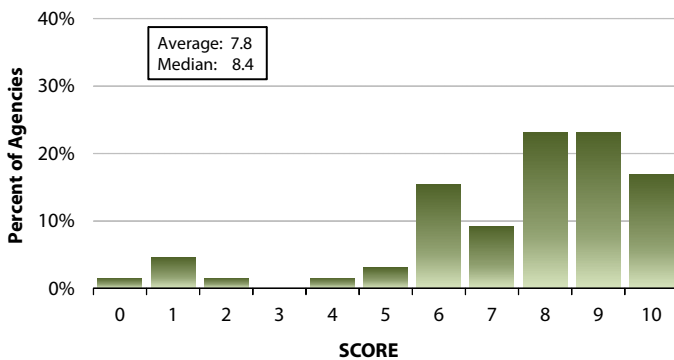
Services for Children



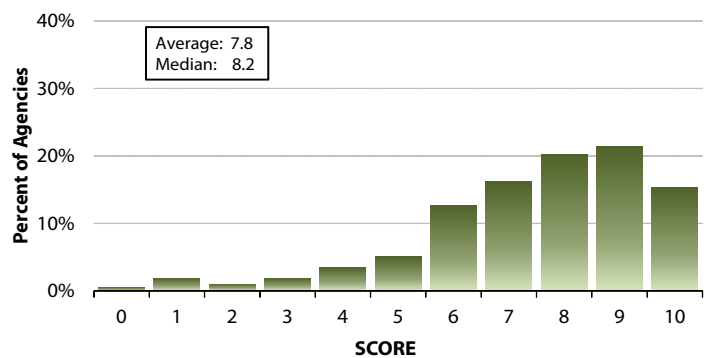
Services for People with Disabilities



Services for Seniors



ALL AGENCIES



Outcome Monitoring

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

Outcomes, 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 ac-

tual 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.

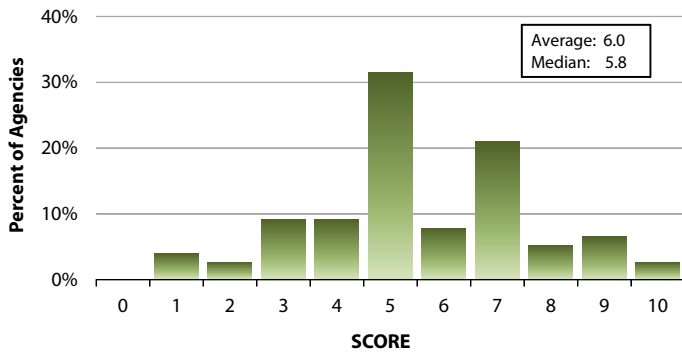
Thus, the second set of questions deals with how the organization actually uses the outcome information. For instance, agencies were asked whether or not the desired and actual outcomes were compared to one another, and whether there was a plan for dealing with any divergences. These questions focus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

Analysis of Results

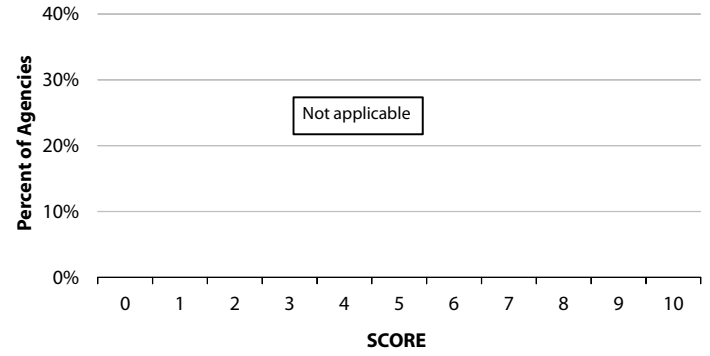
The scores for Outcome Monitoring are relatively high with the average and median scores for all categories falling in the 7.3 to 9.4 range. This indicates a relatively high level of average performance in terms of managing and pursuing specific outcomes. All categories had agencies that received a score of 10, which indicates superior performance. Fifty-seven percent of all agencies received a score of 8 or higher, which indicates strong performance. Nevertheless, all categories also had agencies scoring under 5, indicating there is still need for improvement. The strong performance of most agencies in monitoring program outcomes is a strong indication that many are assessing their own performance in terms of achieving specific goals. Even so, there is still room to improve for agencies in most categories.

Accessibility

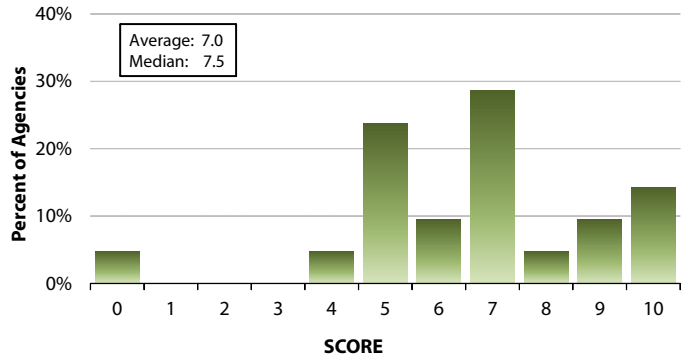
Counselling Services/Crisis Intervention



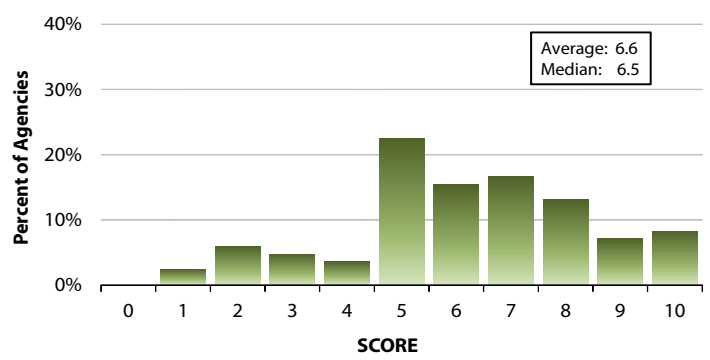
Education



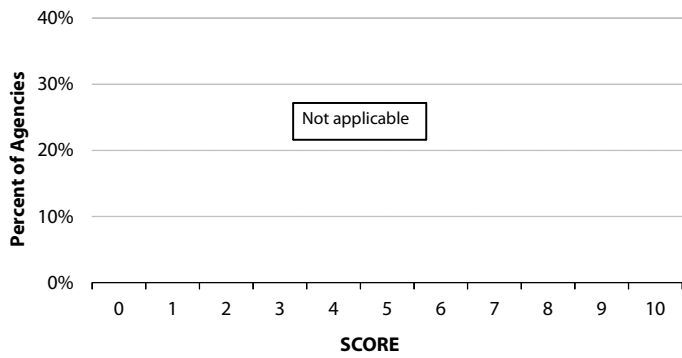
Prevention & Treatment of Substance Abuse



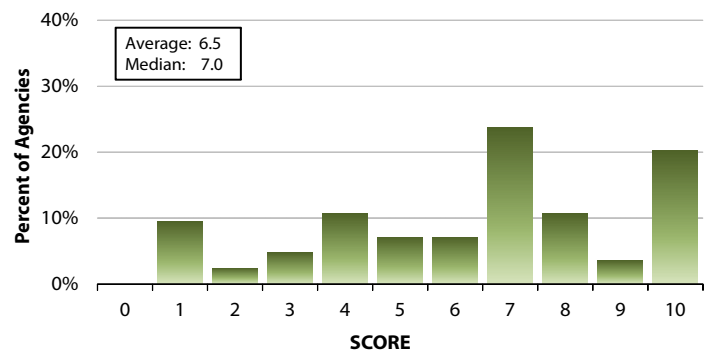
Provision of Basic Necessities



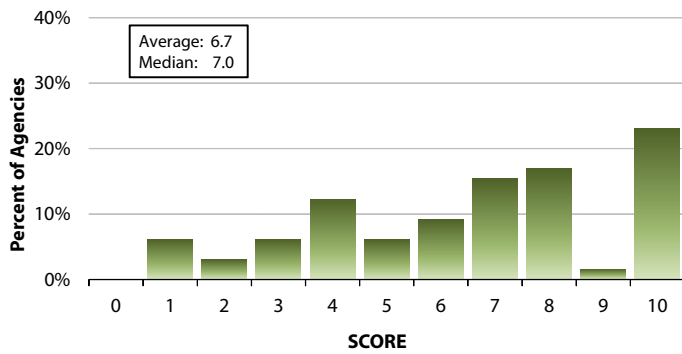
Services for Children



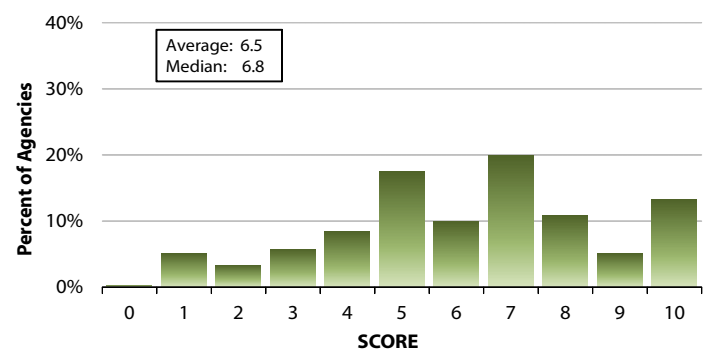
Services for People with Disabilities



Services for Seniors



ALL AGENCIES



Accessibility

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

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

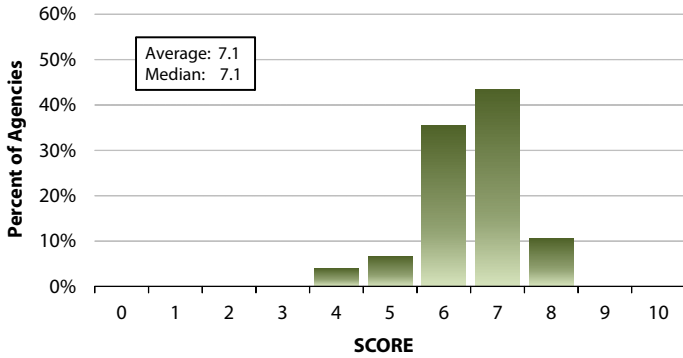
This section asks several questions regarding accessibility to programs, including whether inquiries are made regarding the cause of the current circumstance, whether program use is monitored, and whether program access is restricted or prioritized according to need. All of the questions focus on the 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.

Analysis of results

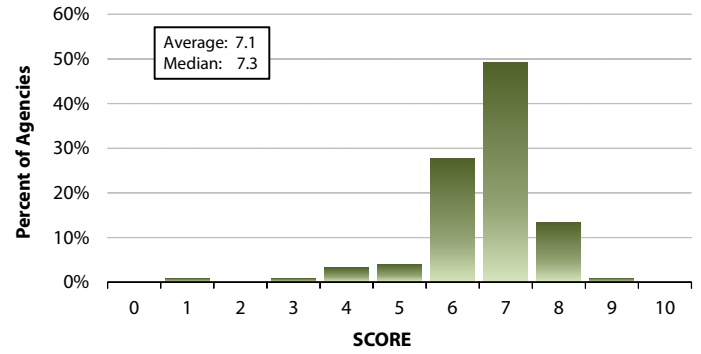
Maintaining accessibility and fulfilling needs despite resource constraints is one of the greatest challenges facing the non-profit sector. The average and median scores for the five service categories that are evaluated on Accessibility range between 5.8 and 7.5. All applicable categories contain agencies with perfect scores of 10, which indicates excellent performance. Overall, almost 50 percent of all applicable agencies scored between 5 and 7. All service categories contain agencies that score below 2 on this measure, indicating room for significant improvement.

Overall Analysis

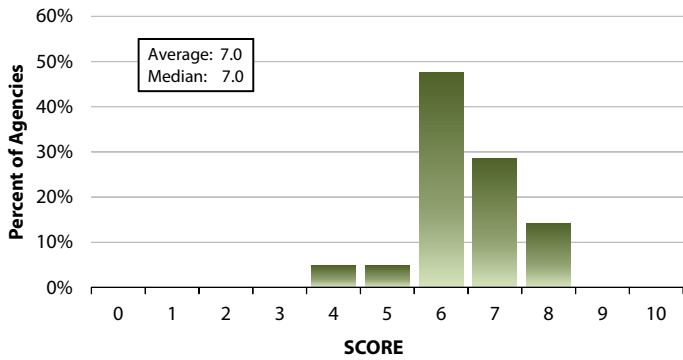
Counselling Services/Crisis Intervention



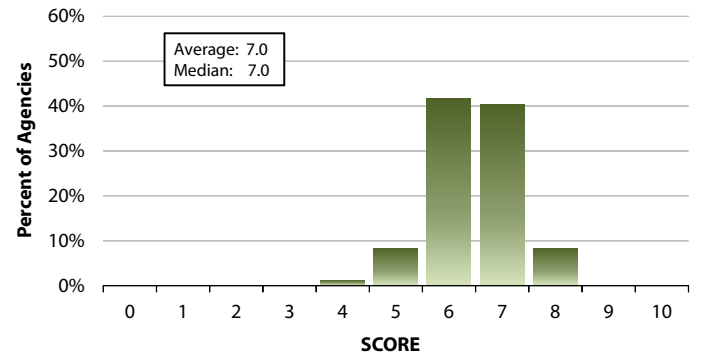
Education



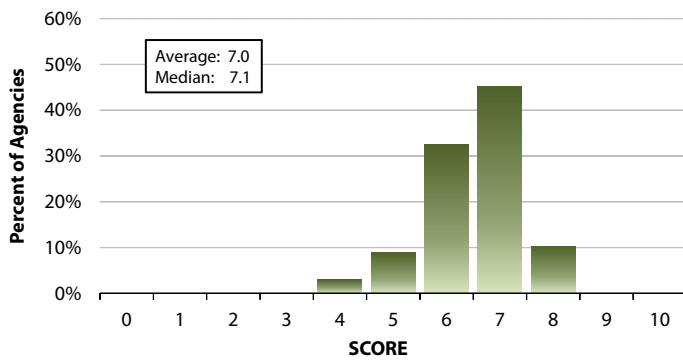
Prevention & Treatment of Substance Abuse



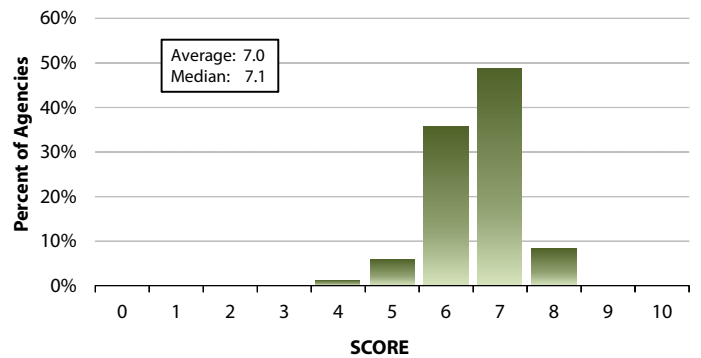
Provision of Basic Necessities



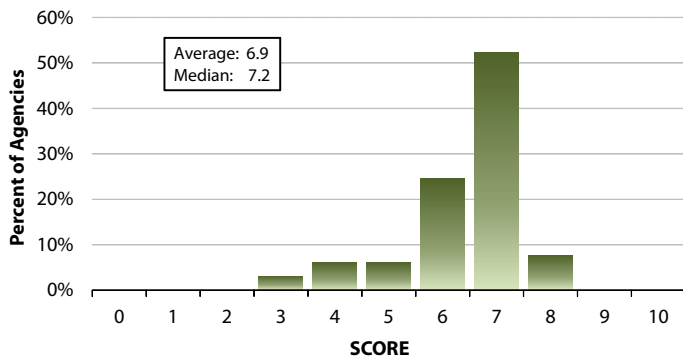
Services for Children



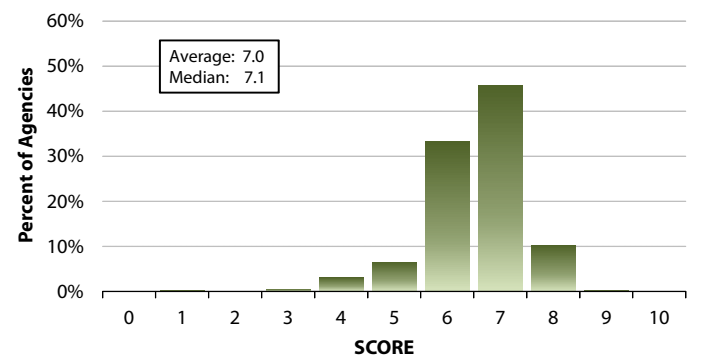
Services for People with Disabilities



Services for Seniors



ALL AGENCIES



Overall Analysis

Analysis of Results

Prior to discussing the overall or composite scores, it is instructive to summarize the scores for the various performance areas. Of the two financial criteria, Financial Management and Income Independence, 2011 Donner Award applicants performed stronger in Income Independence, where overall average and median scores were around 7. Results were somewhat lower in the Financial Management section, where overall average and median scores were around 6.2.

The majority of agencies performed very well in the Strategic Management and Board Governance areas, with over 80 percent of all agencies scoring at least 7 in both performance areas. Nevertheless, few agencies scored a perfect 10 for Board Governance, while one-fifth of all agencies received this superior score for Strategic Management.

As in previous years, scores in the two areas dealing with the effectiveness of paid and volunteer human resources were relatively low and provide the greatest opportunity for improvement. This is particularly true in the area of Volunteers, where nearly 70 percent of scores were concentrated in the 4 to 7 range. Nearly 85 percent of Staff scores were concentrated in the 5 to 7 range. Given the importance of dedicated, well trained personnel for the quality and effectiveness of non-profit social service delivery, these results indicate that greater attention should be paid to improving performance in these two sections.

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

Program Cost was another area of strong performance, with 84 percent of all agencies scoring at least a 9 and 21 percent receiving perfect scores of 10.

Scores in the Outcome Monitoring section are also quite strong, with almost 60 percent of all agencies scoring at least 8. Agencies in the Education and Ser-

vices for Children categories were not evaluated for Accessibility. Scores were relatively spread out across the remaining categories, with nearly 60 percent of Accessibility scores falling in the 6 to 10 range.

Overall, 90 percent of agencies from all service categories received scores in the 6 to 8 range. Agencies in all service categories achieved strong performance scores of at least 8 and one agency scored a 9, although none scored within the 10 range. Only one agency in the Education category scored less than 3, which indicates relatively poor performance. The performance levels of most agencies participating in the 2011 Donner Awards was relatively high, but in almost all cases there is room for improvement.

Conclusion

The *Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services* represent an important step in objectively and quantitatively assessing the performance of non-profit organizations in effective program delivery. The Confidential Reports that all participating agencies receive are key to this unique performance evaluation system. In conjunction with the data provided in the *2011 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 evaluate the effectiveness of the non-profit organizations that apply to them for support. Wise giving decisions can be informed by asking questions about non-profit performance in the 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 or email coordinator@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 summarized in Appendix B prompt 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 *2011 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 “2011 Donner Awards Alumni Directory” (page 51) 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 fourteen-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

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?

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 coordinator@donnerawards.org or contact us c/o:

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Toronto, ON
Canada M4T 1Z4
Toll free: 1.877.714.4531
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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 2011, a total of 570 Canadian non-profit organizations submitted 591 unique social service programs for recognition and evaluation in the Donner Awards Program. Hailing from 239 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.

2011 Finalists and Award Recipients

This year, 21 unique programs were selected as finalists in the 2011 Donner Awards (see page 42). These finalists represent the top three organizations in each category. Recipients of the seven \$5,000 category awards are shown in italics.

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, Community Living Campbellford/Brignton, an organization that provides support and services to people that promote opportunities for personal growth within their community; and Servants Anonymous Society, an organization that provides sexually exploited females with secure housing and lifeskills programs, jointly share the \$20,000 *William H. Donner Award for Excellence in the Delivery of Social Services*.

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 and Primary Health Care—Lanark, Leeds and Grenville, an organization that provides primary health care and community support services to all ages, 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 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 ap-

plication 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 Honour-

able Mention and those who are consistently high performing organizations in the Donner Awards Program (page 50).

Indeed, all 591 applicants to the 2011 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.

2011 Donner Awards Short-List and Awards Recipients

The following lists the 21 finalist programs that advanced to the second stage of the 2011 *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 2011 *William H. Donner Award for Excellence in the Delivery of Social Services* and the 2011 *Peter F. Drucker Award for Non-Profit Management*.

Counselling Services/Crisis Intervention

London Crisis Pregnancy Centre (London, ON)
Sarnia Lambton Rebound: A Program for Youth (Sarnia, ON)
Youth Services of Lambton County (Bright's Grove, ON)

Education

Girls Incorporated of Durham (Ajax, ON)
Sarnia Lambton Rebound: A Program for Youth (Sarnia, ON)
Saskatchewan 4-H Council (Saskatoon, SK)

Prevention and Treatment of Substance Abuse

Fresh Start Recovery Centre (Calgary, AB)
Sarnia Lambton Rebound: A Program for Youth (Sarnia, ON)
Servants Anonymous Society (Surrey, BC)

Provision of Basic Necessities

Alice Housing (Dartmouth, NS)
Inner City Home of Sudbury (Sudbury, ON)
Minden Food Bank (Minden, ON)

Services for Children

Aleph-Bet Child Life Enrichment Program (Winnipeg, MB)
Big Brothers Big Sisters of Quesnel (Quesnel, BC)
Educational Program Innovations Charity Society (North Sydney, NS)

Services for People with Disabilities

Community Living Campbellford/Brighton (Campbellford, ON)
Multiple Sclerosis Society of Canada—Calgary and Area Chapter (Calgary, AB)
Pacific Assistance Dogs Society (Burnaby, BC)

Services for Seniors

Community and Primary Health Care—Lanark, Leeds and Grenville (Brockville, ON)
Hospice Muskoka (Bracebridge, ON)
North Shore Volunteers for Seniors (West Vancouver, BC)

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

Community Living Campbellford/Brighton (Campbellford, ON)
Servants Anonymous Society (Surrey, BC)

Peter F. Drucker Award for Non-Profit Management

Community and Primary Health Care—Lanark, Leeds and Grenville (Brockville, ON)

Profiles of 2011 Finalists

COUNSELLING SERVICES/CRISIS INTERVENTION

Agency	London Crisis Pregnancy Centre
Founded	1990
Program	Crisis Intervention (established 1990)
Website	www.notalone.ca
Contact	Mrs. Lori Bethel, Executive Director
Email	lori@loncpc.ca

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.

Agency	Sarnia Lambton Rebound: A Program for Youth
Founded	1984
Program	Life Choices Program (established 1984)
Website	www.reboundonline.com
Contact	Ms. Teri Thomas-Vanos, Executive Director
Email	teri@reboundonline.com



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 Life Choices Program provides constructive social skills development for youth between the ages of 12 and 17. Youth attend the program to address concerns such as dealing with peer pressure, getting along with their families, or because they have experienced conflict with the law. Created in 1984, Life Choices is the agency's flagship program.

Agency	Youth Services of Lambton County
Founded	1970
Program	Huron House Boys Home (established 1970)
Website	www.hhbh.ca
Contact	Mr. Ken Akers , Executive Director
Email	kakers@hhbh.ca

MISSION: We provide opportunities for youth to make positive changes in their lives.

SUMMARY: Huron House Boys' Home provides a safe and structured residential environment for adolescent boys with complex needs and develops pro-active programming to enhance youth services.

EDUCATION

Agency	Girls Incorporated of Durham
Founded	1985
Program	Girls Incorporated of Durham (established 1985)
Website	www.girlsinc-durham.org
Contact	Ms. Yvette Nechvatal-Drew, Executive Director
Email	yndrew@durham.girls-inc.org

MISSION: Girls Incorporated of Durham empowers girls to believe in themselves and reach their full potential. We inspire all girls to be Strong, Smart and Bold through advocacy, education, and programs.

SUMMARY: Girls Inc. offers a welcoming girls' community, supported by caring adults who are trained youth development professionals. At the heart of our services we offer a series of eight signature programs with fully developed curriculum designed specifically to meet the developmental needs of girls ages 6 to 18. Our programs provide opportunities to learn, explore, and grow. Each program targets girls of four specific age brackets and is delivered through comprehensive weekend workshops & seminars, summer and March Break day camps, after-school programs, and in-school classes.

Agency	Sarnia Lambton Rebound: A Program for Youth
Founded	1984
Program	Positive Alternative to Suspension from School (PASS) (established 1999)
Website	www.reboundonline.com
Contact	Ms. Teri Thomas-Vanos, Executive Director
Email	teri@reboundonline.com



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.

Agency	Saskatchewan 4-H Council
Founded	1917
Program	Saskatchewan 4-H Council (established 1917)
Website	www.4-h.sk.ca
Contact	Mrs. Valerie Pearson, Executive Director
Email	info@4-h.sk.ca

MISSION: Saskatchewan 4-H Council is a project-based youth organization dedicated to the growth and development of our members, leaders, volunteers, and staff through our motto: "Learn to do by doing."

SUMMARY: With a focus on fun and learning, Saskatchewan 4-H provide opportunities that will develop skills needed in an ever-changing future. Using the talents and energies of members, volunteers, and staff, the agency creates innovative ideas and programs as well as maintains successful traditional ones. The agency works to spread the impact of 4-H to help the youth of today become the leaders of tomorrow.

PREVENTION AND TREATMENT OF SUBSTANCE ABUSE

Agency	Fresh Start Recovery Centre
Founded	1992
Program	Fresh Start Recovery Centre (established 1992)
Website	www.freshstartrecovery.ca
Contact	Mr. Stacey Petersen, Executive Director
Email	stacey@freshstartrecovery.ca

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.

Agency	Sarnia Lambton Rebound
Founded	1984
Program	Substance Abuse Facts and Education (SAFE) Choices (established in 2006)
Website	www.reboundonline.com
Contact	Ms. Teri Thomas-Vanos, Executive Director
Email	teri@reboundonline.com



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 SAFE Choices program targets youth between 12 and 17 to help them make informed decisions on substance use. The 10-week program focuses specifically on substance abuse prevention, using documented and reliable information, guest speakers, video documentaries, open discussions, and practical exercises.

Agency	Servants Anonymous Society
Founded	2000
Program	Servants Anonymous Society (established in 2000)
Website	www.sasurrey.ca
Contact	Ms. Mary Pichette, Executive Director
Email	mpichette234@hotmail.com

MISSION: To offer safe, secure homes, full time treatment, education and addiction prevention programs, long-term support, hope and wholeness to female youth and women who have been sexually exploited, fighting addiction and are homeless, and/or at risk of homelessness and/or exploitation.

SUMMARY: Servants Anonymous Society is designed as an original participant-centered approach to recovery for female youth and women who choose to seek sobriety, exit the sex trade, or are at risk of being sexually exploited due to extreme abuse, addiction, and/or homelessness. SAS provides sexually exploited, addicted, mentally ill and marginalized females with secure homes and full-time recovery treatment that includes education, life skills, recovery and exiting. Treatment also includes parenting and healthy relationship skills.

PROVISION OF BASIC NECESSITIES

Agency	Alice Housing
Founded	1983
Program	Alice Housing (established 1983)
Website	www.alicehousing.ca
Contact	Ms. Joanne Bernard, Executive Director
Email	j.bernard@ns.aliantzinc.ca



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 900 families leave the devastation of domestic abuse and supported them in their quest for family stability and safety.

Agency	Inner City Home of Sudbury
Founded	1986
Program	Inner City Home of Sudbury (established 1986)
Website	www.innercityhomesudbury.ca
Contact	Ms. Mary Ali, Executive Director
Email	ichos@vianet.ca

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.

Agency	Minden Food Bank*
Founded	1992
Program	Minden Food Bank (established in 1992)
Website	n/a
Contact	Ms. Laurie Langdon, Board Member
Email	langdonla@yahoo.ca

MISSION: To provide food and necessities of life to those in need.

SUMMARY: Since its inception in 1992, Minden Food Bank has evolved into a facility that serves well over 200 families annually, including clients from seven small surrounding communities.

**Due to extenuating circumstances, Minden Food Bank did not complete the second stage of the application process.*

SERVICES FOR CHILDREN

Agency	Aleph-Bet Child Life Enrichment Program
Founded	1983
Program	Aleph-Bet Child Life Enrichment Program (established in 1983)
Website	www.alephbetdaycare.ca
Contact	Ms. Robyn Avery, Executive Director
Email	alephbet@mymts.net

MISSION: Aleph-Bet Child Life Enrichment Program endeavors to provide support and enrichment to children in preparation for life in the Jewish and broader based communities. We hope to instill in the children a sense of pride and commitment in the Judaic culture, heritage and religion.

SUMMARY: Aleph-Bet is a play-based centre, where the early childhood educators facilitate learning through a variety of play experiences. Although there are structured learning times throughout the day, we believe that play will provide the foundation for learning and understanding in all areas of development.

Agency	Big Brothers Big Sisters of Quesnel
Founded	1978
Program	Big Brothers Big Sisters of Quesnel (established in 1978)
Website	www.bigbrothersbigsistersofquesnel.ca
Contact	Ms. Maggie Bello, Executive Director
Email	bbbsques@goldcity.net

MISSION: Big Brothers Big Sisters of Quesnel is dedicated to helping children develop their full potential through friendships and mentoring programs.

SUMMARY: Big Brothers Big Sisters of Quesnel has been creating friendships since 1978. We started out matching Big Brothers with Little Brothers and have grown to include a variety of different programs that serve both boys and girls.

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

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.

SERVICES FOR PEOPLE WITH DISABILITIES

Agency	Community Living Campbellford/Brighton
Founded	1960
Program	Family Home Program (established in 1987)
Website	http://communitylivingcampbellford.com/
Contact	Ms. Nancy Brown, Executive Director
Email	nbrown@communitylivingcampbellford.com



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

SUMMARY: Family Home is a residential model that mirrors the concept of a natural family using volunteer home providers. This is an alternative to high-cost, segregated group homes. An extensive selection and matching process ensures that providers have long-term relationships with our agency and with people who share their home. Using a personalized approach, we create support agreements, offer monthly home visits, ongoing training, annual evaluations, and recognition, which encourage stability and retention.

Agency	Multiple Sclerosis Society of Canada—Calgary and Area Chapter
Founded	1959
Program	Client Services (established 1984)
Website	www.msocalgary.org
Contact	Mr. Mark Wolf, Executive Director
Email	mark.wolff@msocalgary.org



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.

Agency	Pacific Assistance Dogs Society
Founded	1987
Program	Pacific Assistance Dogs Society (established in 1987)
Website	www.pads.ca
Contact	Ms. Gail Ferrier, Communications & Campaign Coordinator
Email	gail@pads.ca

MISSION: To breed, raise, train and place assistance dogs for persons with a physical disability or who are deaf or hard-of-hearing and to support these client/dog teams for the working life of the assistance dog.

SUMMARY: Pacific Assistance Dogs Society strives to provide an assistance dog to anyone in Western Canada with a physical disability or who is deaf or hard-of-hearing, and who wants the independence of an assistance dog. PADS also provides continued lifetime team support to our client/dog teams.

SERVICES FOR SENIORS

Agency	Community and Primary Health Care—Lanark, Leeds and Grenville
Founded	1913
Program	Services for Seniors (established 1985)
Website	www.cphcare.ca
Contact	Ms. Ruth Kitson, Executive Director
Email	rkitson@cphcare.ca

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.

Agency	Hospice Muskoka
Founded	1995
Program	Hospice Muskoka (established in 1995)
Website	www.hospicemuskoka.com
Contact	Mrs. Sandra Winspear, Executive Director
Email	swinspear@hospicemuskoka.com

MISSION: Hospice Muskoka is a volunteer driven, community based, not-for-profit organization providing compassionate support to individuals and their loved ones of all ages and backgrounds, who are coping with end-of-life issues.

SUMMARY: Since 1995, Hospice Muskoka has been serving residents of the region, providing care that is focused on the whole person’s emotional, psychological and spiritual needs along with practical comfort measures and symptom relief, enabling our clients to experience peace and dignity as they approach death.

Agency	North Shore Volunteer for Seniors
Founded	1961
Program	North Shore Volunteer for Seniors (established in 1961)
Website	www.nsvs.ca
Contact	Ms. Trudy Hubbard, Executive Director
Email	trudy@nsvs.ca

MISSION: To promote the independence and well being of seniors. North Shore Volunteers for Seniors provides diverse and accessible community programs and services to alleviate the adverse conditions related to declining health and the limited means of seniors.

SUMMARY: Created in 1961, our organization is a non-profit society dedicated to promoting the independence and well-being of seniors through diverse and accessible programs. Our drop-in centre programs appeal to seniors interested in spending time with others in a relaxed, informal, and welcoming setting. The centre is fully wheelchair accessible and open to all seniors in the community.

Honourable Mention Certificate Recipients

Honourable Mention certificates recognize programs that were not selected as finalists, but scored very highly in their category. The following four organizations and their applicant programs achieved a certificate of Honourable Mention in 2011.

Counselling Services/Crisis Intervention

Calgary Pregnancy Care Centre: Crisis Counselling and Support Program (Calgary, AB)

Education

Crisis Intervention and Suicide Prevention Centre of British Columbia: Community Education Program (Vancouver, BC)

Services for Children

Cariboo Chilcotin Child Development Centre Association: Preschool Program (Williams Lake, BC)

Services for People with Disabilities

Elmira District Community Living: Assisted Living Centre (Elmira, ON)

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.

2011 Consistently High Performing Organizations

Alice Housing (Dartmouth, NS)
Big Brothers Big Sisters of Peterborough (Peterborough, ON)
Community and Primary Health Care Lanark, Leeds and Grenville (Brockville, ON)
Community Living Campbellford/Brighton (Campbellford, ON)
Educational Program Innovations Charity (North Sydney, NS)
Multiple Sclerosis Society of Canada—Calgary & Area Chapter (Calgary, AB)
Sarnia Lambton Rebound (Sarnia, ON)
Simon House Residence Society (Calgary, AB)

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 2011 finalists and further information about them may be found in their brief profile.

2011 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 2011						
Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
A Loving Spoonful	Vancouver, BC	www.alovingspoonful.org	BAS '03, '05	BAS '03, '05		
Alberta Northern Lights Wheelchair Basketball Society	Edmonton, AB	www.albertanorthernlights.com	DIS '98	DIS '98		
Aleph-Bet Child Life Enrichment Program Inc	Winnipeg, MB	www.alephbetdaycare.ca	CHIL '05, '11			
✻ Alice Housing	Dartmouth, NS	www.alicehousing.ca	BAS '04, '07-'11	BAS '04-joint, '07-'11	2008-joint	2010
Alzheimer Society of Huron County	Clinton, ON	www.alzheimerhuron.on.ca	SEN '10			
Alzheimer Society of Oxford	Woodstock, ON	www.alzheimer.oxford.on.ca	SEN '08-'10	SEN '08		
Alzheimer Society of Sault Ste Marie and Algoma District	Sault Ste. Marie, ON	www.alzheimer.algoma.org	DIS '06	DIS '06		
Alzheimer Society of Thunder Bay	Thunder Bay, ON	www.alzheimerthunderbay.ca	SEN '98, '00-'07	SEN '01	2001	
Amyotrophic Lateral Sclerosis (ALS) Society of Manitoba	Winnipeg, MB	www.alsmb.ca	BAS '99-'00; DIS '08-'09			
Big Brothers Big Sisters of Kitchener Waterloo and Area	Kitchener, ON	www.bbbskw.org	COUN/CRIS '99; CRIS '01			
✻ Big Brothers Big Sisters of Peterborough	Peterborough, ON	www.bigbrothersandsistersofptbo.com	CHIL '05-'10	CHIL '06, '08	2008-joint	
Big Brothers Big Sisters of Quesnel	Quesnel, BC	www.bigbrothersbigsistersofquesnel.ca	CHIL '11			
Big Brothers Big Sisters of Victoria	Victoria, BC	www.bbbsvictoria.com	CHIL '00, '03	CHIL '01, '03-joint		
Big Brothers Big Sisters of West Island	Kirkland, QC	www.bbsofwi.org	ALT '04	ALT '04		
Big Brothers Big Sisters of York	Newmarket, ON	www.bbbsy.ca	CHIL '06			
Big Brothers of Regina	Regina, SK	www.bigbrothersofregina.com	CHIL '98			
Boys and Girls Club of London	London, ON	www.bgclondon.ca	BAS '01			
Boys and Girls Club of Niagara	Niagara Falls, ON	www.boysandgirlsclubniagara.org	CHIL '01-'05	CHIL '03-joint		

✻ This organization is a Donner Awards consistently high performing organization for 2011.

Alumni Directory 2011

Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
Boys and Girls Clubs of Greater Vancouver	Vancouver, BC	www.bgc-gv.bc.ca	CHIL '98			
Breast Cancer Action Ottawa/ Sensibilisation au cancer du sein	Ottawa, ON	www.bcaott.ca	COUN '01			
British Columbia Association of People who Stutter	White Rock, BC	www.bcaps.bc.ca	DIS '07			
Calgary Inter-Faith Food Bank	Calgary, AB	www.calgaryfoodbank.com	BAS '02-'08	BAS '04-joint		
Calgary Meals on Wheels	Calgary, AB	www.mealsonwheels.com	SEN '07-'08			
Calgary Pregnancy Care Centre	Calgary, AB	www.pregcare.com	CRIS '06-'08; COUN/ CRIS '09	CRIS '06-'08		
Canada Place Childcare Society	Edmonton, AB	www.cpcps.org	CHIL '00			
Canadian Association for Porphyria	Neepawa, MB	www.cpf-inc.ca	COUN '00			
Canadian Mental Health Association for the Kootenays	Cranbrook, BC	www.kootenays.cmha.bc.ca	CRIS '07			
Canadian Mental Health Association Halifax-Dartmouth Branch	Halifax, NS	www.cmha.ca	DIS '00			
Cariboo Chilcotin Child Development Centre Association	Williams Lake, BC	www.cccdc.ca.org	CHIL '10			
Centre for Affordable Water and Sanitation Technology	Calgary, AB	www.cawst.org	EDUC '10			
Centre Youville Centre Ottawa Carleton Inc.	Ottawa, ON	www.youvillecentre.com	CHIL '99-'00	CHIL '99		
Chatham Kent Family YMCA	Chatham, ON	www.ckymca.com	CHIL '99			
🍁 Community and Primary Health Care—Lanark, Leeds and Grenville	Brockville, ON	www.cphcare.ca	SEN '05-'11	SEN '06-'07, '10, '11		2011
🍁 Community Living Campbellford/Brighton	Campbellford, ON	www.communitylivingcampbellford.com	COUN '07; DIS '02-'05, '09, '11; SEN '06	DIS '02-'03, '05-joint, '09-joint, '11	2003, 2005-joint 2011-joint	2009
Community Living Kawartha Lakes	Lindsay, ON	www.communitylivingkl.ca	DIS '98			
Community Living Peterborough	Peterborough, ON	www.communitylivingpeterborough.ca	DIS '10			
Continuing on in Education	Belleville, ON	http://continuingonineducation.ca	ALT '01-'07			
Cornwall Alternative School	Regina, SK	www.cornwallalternativeschool.com	EDUC '98; TRAD '00, '02-'08	EDUC '98; TRAD '00, '02-'04, '06-'08	2002	2006

🍁 This organization is a Donner Awards consistently high performing organization for 2011.

Alumni Directory 2011

Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
Crisis Intervention and Suicide Prevention Centre of British Columbia	Vancouver, BC	www.crisiscentre.bc.ca	CRIS '00, '02-'03, '05-'07; TRAD '08; EDUC '09	CRIS '03, '05; EDUC '09		
Dartmouth Learning Network	Dartmouth, NS	www.dartmouthlearning.net	EDUC '98			
Distress Centre of Ottawa and Region	Ottawa, ON	www.dcottawa.on.ca	CRIS '02, '04-'05			
Dorothy Ley Hospice	Etobicoke, ON	www.dlhospice.org	SEN '98-'99	SEN '98		
East York Learning Experience	Toronto, ON	http://eyle.toronto.on.ca	EDUC '99			
Edmonton Chinese Bilingual Education Association	Edmonton, AB	www.ecbea.org	TRAD '08			
✻ Educational Program Innovations Charity Society	North Sydney, NS	http://epiccharity.com	CHIL '07-'11	CHIL '07, '09-'11	2010	
Elizabeth Fry Society of Greater Vancouver	New Westminster, BC	www.elizabethfry.com	BAS '98			
Elizabeth Fry Society of Mainland Nova Scotia	Dartmouth, NS	www.efrynovascotia.com	COUN '08, COUN/CRIS '10			
Etobicoke Services for Seniors	Etobicoke, ON	http://ess.web.ca	SEN '00, '02	SEN '02		
Evangel Hall	Toronto, ON	www.evangelhall.ca	BAS '99-'00; COUN/CRIS '98-'99; EDUC '99			
FEED Nova Scotia	Halifax, NS	www.feednovascotia.ca	BAS '02	BAS '02		
Fife House	Toronto, ON	www.fifehouse.org	BAS '99-'00	BAS '00		
Fraser Recovery Program	Quebec, QC	www.thefrp.org	SUB '04, '10			
Fresh Start Recovery Centre	Calgary, AB	www.freshstartrecoverycentre.com	SUB '06-'11	SUB '10		
Friends of the Canadian War Museum (FCWM)	Ottawa, ON	www.friends-amis.org	ALT '08			
Girl Guides of Canada	Toronto, ON	www.girlguides.toronto.com	CHIL '02			
Girls Incorporated of Durham	Ajax, ON	www.girlsinc-durham.org	EDUC '11			
Habitat for Humanity—National Capital Region	Ottawa, ON	http://www.habitat.ncr.com	BAS '09			
Habitat for Humanity Halton	Burlington, ON	www.habitathalton.ca	BAS '06	BAS '06		
Harmony	Sarnia, ON	www.harmonyfor.youth.org	CHIL '08-'09			
Horton Street Seniors' Centre	London, ON	www.bgclondon.ca/seniorsPrograms.html	SEN '98			
Hospice Dufferin	Orangeville, ON	www.hospicedufferin.com	COUN '05-'06			

✻ This organization is a Donner Awards consistently high performing organization for 2011.

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Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
Hospice Greater Saint John	Saint John, NB	www.hospicesj.ca	SEN '03-'06, '09	SEN '04-'05, '09		
Hospice Muskoka	Bracebridge, ON	www.hospicemuskoka.com	SEN '11			
Hospice of Waterloo Region	Kitchener, ON	www.hospicewaterloo.ca	COUN '02-'04, '06-'07; SEN '05			
Inner City Home of Sudbury	Sudbury, ON	www.innercityhome.sudbury.ca	BAS '01-'11			
InnerVisions Recovery Society of BC	Port Coquitlam, BC	www.innervisions.recovery.com	SUB '03-'07	SUB '06	2006-joint	
Janus Academy Society	Calgary, AB	www.janusacademy.com	ALT '05			
John Knox Christian School	Oakville, ON	www.jkcs-oakville.org	TRAD '05, '07	TRAD '05		
Julien House Society/ Westminster House	New Westminster, BC	www.westminster.house.ca	SUB '00	SUB '00-joint		
Kids Come First Child Care Services	Thornhill, ON	www.between-friends.org	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	http://lakeview-school.com	EDUC '98			
Last Door Recovery Centre	New Westminster, BC	www.lastdoor.org	SUB '98			
London Christian Elementary School	London, ON	www.londonchristian.ca	TRAD '01			
London Crisis Pregnancy Centre	London, ON	www.notalone.ca	CRIS '03-'06, '08; COUN/ CRIS '09-'11	COUN/ CRIS '11		
Lynn Valley Parent Participation Preschool	North Vancouver, BC	www.lvppp.org	TRAD '00-'01	TRAD '01		
Maidstone Group Home Society Inc	Maidstone, SK	www.caringcareers.ca/member_agencies/details.php?id=53	DIS '06, '08, '10			
Mid Toronto Community Services	Toronto, ON	www.midtoronto.com	SEN '00			
Minden Food Bank	Minden, ON		BAS '10-'11			
Moncton Crisis Pregnancy Center Inc	Moncton, NB	www.pregnancy.support.ca	ALT '00; CRIS '99-'00			
✱ Multiple Sclerosis Society of Canada—Calgary and Area Chapter	Calgary, AB	www.msocalgary.org	DIS '99-'11	DIS '00, '01-joint, '04, '05-joint, '07, '08-joint, '09-joint, '10	2000-joint, 2005-joint	2005
Multiple Sclerosis Society of Canada— Timmins Chapter	Timmins, ON	www.mssociety.ca/chapters/timmins	DIS '01			

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Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
National Council of Jewish Women of Canada, Toronto Section	Toronto, ON	www.ncjwc-ts.org	EDUC '99; SEN '99			
Niagara Regional Literacy Council	St. Catharines, ON	www.literacyniagara.org	ALT '03			
Norfolk Association for Community Living	Simcoe, ON	www.nacl.ca	DIS '98 - '03	DIS '99, '01-joint		
North Shore Volunteers for Seniors	West Vancouver, BC	www.nsvs.ca	SEN '11			
Opportunity for Advancement	Toronto, ON	www.ofacan.com	ALT '05			
Ottawa Waldorf School	Stittsville, ON	www.waldorf.cyberus.ca	EDUC '99; TRAD '03			
Pacific Assistance Dogs Society	Burnaby, BC	www.pads.ca	DIS '05, '07-'08, '11	DIS '08-joint		
Parkgate Community Services Society	North Vancouver, BC	www.myparkgate.com	ALT '02; SEN '01-'03	ALT '02; SEN '03		
Penticton Christian School	Penticton, BC	www.pentictonchristian.school.ca	TRAD '05-'06			
Pickering Christian School	Ajax, ON	www.pickeringcs.on.ca	TRAD '00-'01			
Planned Parenthood—Newfoundland and Labrador Sexual Health Centre Inc	St. John's, NL	www.nlsexualhealthcentre.org	ALT '08			
Recovery Acres (Calgary) Society	Calgary, AB	www.recoveryacres.org	SUB '99, '01-'03			
Regent Park Focus Youth Media Arts Centre	Toronto, ON	www.catchdaflava.com	SUB '98			
☛ Sarnia Lambton Rebound: A Program for Youth	Sarnia, ON	www.reboundonline.com	ALT '00-'08; COUN/CRIS '98-'99, '09-'11; CRIS '00- '06, '08; EDUC '09-'11 SUB '11	ALT 03, '05-'08; COUN/CRIS '98-'99, '09-'10; CRIS '00-'02, '04	1998, 2000-joint, 2004-joint, 2009	2004
Saskatchewan 4H Council	Saskatoon, SK	www.4-h.sk.ca	EDUC '10-'11	EDUC '10-'11		
Saskatchewan Abilities Council	Saskatoon, SK	www.abilitiescouncil.sk.ca	DIS '99			
Saskatchewan Music Educators Association	Cudworth, SK	www.musiceducationonline.org	EDUC '09			
Second Base Youth Shelter (Scarborough)	Scarborough, ON	www.secondbase.ca	BAS '98			
Servants Anonymous Society, Surrey	Surrey, BC	www.sasurrey.ca	SUB '11	SUB '11	2011-joint	
☛ Simon House Residence Society	Calgary, AB	www.simonhouse.com	SUB '98-'99, '02-'05, '07-'10	SUB '98, '03-'05, '07-'09	2004-joint, 2007	2007

☛ This organization is a Donner Awards consistently high performing organization for 2011.

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Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
Society for Christian Education in Southern Alberta	Lethbridge, AB	www.sonrisechristianacademy.com	TRAD '02-'03			
Sonrise Christian Academy	Picton, ON	www.sonrisechristianacademy.com	TRAD '04-'05			
Southwest Day Care and Early Learning Centre	Moose Jaw, SK	swdc_elc@lycos.com	CHIL '01, '03			
St. Joseph's Villa	Dundas, ON	www.sjv.on.ca	SEN '98-'01	SEN '99-'00	1999	
Sudbury Action Centre for Youth	Sudbury, ON	www.sacy.ca	COUN '01-'08; SUB '01-'02, '04-'09	COUN '04-'07; SUB '02	2006-joint	2008
Sunshine Centres for Seniors	Toronto, ON	www.sunshinecentres.com	SEN '02			
Teen Aid Southwest Inc	Swift Current, SK	teenaidsw@sasktel.net	ALT '06-'07			
The Children's Garden Nursery School	Pembroke, ON	www.thechildrensgarden.org	CHIL '01-'07	CHIL '05		
The Mississauga Food Bank	Mississauga, ON	www.themississaugafoodbank.org	BAS '98			
Together We Can Drug and Alcohol Recovery and Education Society	Vancouver, BC	www.twcvancouver.org	SUB '00; COUN '00			
Toronto Heschel School	Toronto, ON	www.torontoheschel.org	TRAD '02			
Trenton Christian School Society	Trenton, ON	www.trentonchristianschool.com	TRAD '04; '06-'07			
Vancouver AIDS Society	Vancouver, BC	www.aidsvancouver.org	BAS '99-'01	BAS '99, '01		
Vernon and District Hospice Society	Vernon, BC	www.vernonhospice.ca	COUN '00-'01, '03	COUN '00-'01		
Vernon Disability Resource Centre	Vernon, BC	www.vrdc.ca	DIS '04, '06			
VON Corner Brook	Corner Brook, NL	www.von.ca/NationalDirectory/branch.aspx?BranchId=58	DIS '01; SEN '99			
Western Ottawa Community Resource Centre	Kanata, ON	www.communityresourcecentre.ca	ALT '00-'01; CHIL '99; COUN '01; TRAD '03	ALT '01		
Willowridge Information and Recreation Centre	Etobicoke, ON	www.wirc.ca	CHIL '98	CHIL '98		
Women's Addiction Recovery Mediation WARM	Fort Erie, ON	www.warmniagara.org	SUB '00	SUB '00-joint		
Womens Centre	Oakville, ON	www.haltonwomenscentre.org	COUN '00			
Women's Crisis Services of Waterloo Region	Cambridge, ON	www.wcswr.org	BAS '98	BAS '98		
Wood's Homes	Calgary, AB	www.woodshomes.com	SUB '99, '01	SUB '99, '01		

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Organization Name	City	For Further Information	Finalist Category & Year	Category Award	William H. Donner Award	Peter F. Drucker Award
Yee Hong Centre for Geriatric Care	Scarborough, ON	www.yeehong.com	SEN '04			
YMCA of Greater Toronto	Toronto, ON	www.ymcatoronto.org	SUB '00			
YMCA Sarnia Lambton	Sarnia, ON	www.ymcasar.org	BAS '02; COUN '02-'03, '05-'06	COUN '02-'03		
York Region Abuse Program	Newmarket, ON	www.yrap.ca	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	www.hbbh.ca	COUN '07-'08, '11	COUN '08		

Appendix A: Technical Discussion of the Performance Scores

What the graphs and Confidential Report show

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

In addition to the 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.¹⁹ 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;
- Having board members who contribute to the revenue development of the organization through personal donations, the development of new funding sources and supporters, and by raising the community profile of the organization;
- Asking their board members to be 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.

2011 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.