

2005 NON-PROFIT PERFORMANCE REPORT

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

by
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Report based on the analysis undertaken as part of the

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

A program of The Fraser Institute

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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 hospitals, universities and colleges, Canada's non-profit sector contributes goods and services valued at \$34.7 billion, or 4 percent of the nation's GDP. The social services field is the second largest in the sector (after hospitals, universities, and colleges), contributing 21 percent of all non-profit economic activity.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. Not including hospitals, universities and colleges, there are 19,099 Canadian non-profit organizations devoted to delivering community-based social services; another 12,255 organizations providing social and economic development and housing supports and services; and another 8,284 providing education and research.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 2003, Canadian non-profit organizations benefited from 2 billion volunteer hours—the equivalent of 1 million full-time jobs—and \$8 billion in individual donations.⁵ Statistics Canada estimates that the value of volunteer labour adds about \$14.1 billion to the sector's total contribution to the Canadian economy; the value of volunteer work in the area of social services is estimated to be about \$3 billion, approximately half

the value of total labour in the area of social services.⁶ The voluntary nature of this sector is one of its most defining characteristics.

The Donner Canadian Foundation Awards

Regrettably, the sector's valuable contribution to Canadian society often goes unrecognized. The *Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services* were established in 1998 as a means of both providing this well-deserved recognition and rewarding excellence and efficiency in the delivery of social services by non-profit agencies across the country. The national scope and \$70,000 purse makes the Donner Awards Canada's largest non-profit recognition program. Since 1998, \$510,000 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.

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 79 percent of Canadians report that they have a lot or some trust in charities, almost all (95 percent) think more attention should be paid to the way charities spend their money, and more than half of Canadians say they'd like more information about the good work charities do.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 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 2005, 1,709 non-profit organizations from all 10 provinces and 2 territories submitted 2,693 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.

Evaluation Process

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

The selection of categories included in the Donner Awards Program should in no way be seen as prioritizing or preferring certain services provided by the non-profit sector. It is simply a result of limited resources and the tremendous breadth of services the sector provides. One of the long-term goals of the Awards Program is to expand the number of service categories.¹²

Table 1: Components of Performance Measurement

Section	Area of Measurement	Components
One	Financial Management	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • use and prevalence of a mission statement • level of objective and goal setting • depth of involvement
Four	Board Governance	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • level of programming provided by employees • percentage of employees working in programs • turnover • management and development of staff
Seven	Innovation	<ul style="list-style-type: none"> • 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 (continued)

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

Stage One

The Donner Awards Program involves two stages of evaluation. In the first stage, agencies complete a detailed application.¹³ Data from the application is then used to objectively assess the agency’s performance on a comparative basis in key performance areas (see table 1). The performance of agencies is measured in a relative way by ranking the results from all of the agencies in a particular service category. Agencies are, therefore, rated against each other rather than assessed on the basis of an imposed standard.

Stage Two

In the second stage of evaluation, the top three, in some cases four, agencies in each of the nine categories complete a number of essay-style questions. The finalists respond to questions dealing with financial management, the use of volunteers, innovation, and outcome monitoring, plus a “non-profit challenge.”¹⁴ As well as the essay questions, the finalists provide two independent letters of support.

In 2005, the distinguished panel of judges that evaluated the Stage Two finalist agencies’ submissions included: Roch Bernier of the Fondation Lucie et André Chagnon, Brendan Calder of the Rotman School of Management, Stephen Easton of Simon Fraser University, Robert English of Junior Achievement of South Central Ontario, Margaret Fietz of Family Service Canada, Allan Gotlieb of the Donner Canadian Foundation, Michael Hall of Imagine Canada, Doug Jamieson of Charity Village Ltd., John Rietveld of Scouts Canada Foundation, and Brad Zumwalt of Social Venture Partners-Calgary. The Honourable James K. Bartleman, Lieutenant Governor of Ontario, presented the awards at a special event in Toronto on November 23.

The Eighth Annual Donner Awards

The year 2005 was a banner one for the Donner Awards. A total of 842 applications were received from non-profit agencies for the first stage of the awards. This represents more than a three-fold increase in participation levels over 2004. Participating non-profits came from all 10 provinces and

Table 2: Select Summary Statistics

Category	Number of Applicants	Total Revenues (\$)	Total Expenses (\$)	Total Assets (\$)	Staff (F.T.E.*)	Volunteers (F.T.E.*)	Number of Clients **	Hours of Programming Provided ***
Alternative Education	79	387,547,001	377,873,035	524,222,529	4,142	2,320	543,382	3,478,057
Child Care	120	100,304,056	115,382,834	61,308,489	6,651	3,910	70,470	15,303,468
Counselling	112	179,294,322	179,244,623	409,713,791	1,645	7,297	610,395	1,713,150
Crisis Intervention	50	39,908,241	39,533,648	69,657,836	565	594	236,854	868,624
Prevention and Treatment of Substance Abuse	37	26,244,515	25,576,396	31,184,482	533	197	30,773	7,090,796
Provision of Basic Necessities	151	150,765,469	150,403,277	452,465,894	1,077	19,906	697,929	45,641,579
Services for People with Disabilities	125	210,773,373	208,451,561	90,454,719	3,640	15,619	243,339	6,358,377
Services for Seniors	139	283,323,690	285,368,800	283,085,709	2,108	2,722	100,456	22,334,441
Traditional Education	29	50,053,915	52,085,158	45,983,800	601	317	105,182	3,716,712
TOTAL	842	1,428,214,581	1,433,919,332	1,968,077,249	20,962	52,883	2,638,781	106,505,202

*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.

two territories. 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 20,962 and the equivalent of 52,833 full-time volunteers serving over 2.6 million clients.¹⁵

The following list contains the 31 finalist organizations that advanced to the second stage of the 2005 Donner Awards, with the award recipients shown

in italics. Agency profiles, along with contact information for all finalists, are provided at the end of this report.

Alternative Education

- Continuing On In Education (Belleville, ON)
- Janus Academy Society (Calgary, AB)
- Opportunity for Advancement (Toronto, ON)
- *Sarnia Lambton Rebound (Sarnia, ON)*

Child Care

- Aleph-Bet Child Life Enrichment Program (Winnipeg, MB)
- Big Brothers & Sisters Association of Peterborough (Peterborough, ON)
- Boys and Girls Club of Niagara (Niagara Falls, ON)
- *The Children's Garden Nursery School* (Pembroke, ON)

Counselling

- Hospice Dufferin (Orangeville, ON)
- *Sudbury Action Centre for Youth* (Sudbury, ON)
- YMCA of Sarnia Lambton (Sarnia, ON)
- York Region Abuse Program (Newmarket, ON)

Crisis Intervention

- *Crisis Intervention & Suicide Prevention Centre of BC* (Vancouver, BC)
- Distress Centre of Ottawa & Region (Ottawa, ON)
- London Crisis Pregnancy Centre (London, ON)
- Sarnia-Lambton Rebound (Sarnia, ON)

Prevention and Treatment of Substance Abuse

- InnerVisions Recovery Society (Port Coquitlam, BC)
- *Simon House Residence Society* (Calgary, AB)
- Sudbury Action Centre for Youth (Sudbury, ON)

Provision of Basic Necessities

- Calgary Inter-Faith Food Bank Society (Calgary, AB)
- Inner City Home of Sudbury (Sudbury, ON)
- *Vancouver Meals Society—A Loving Spoonful* (Vancouver, BC)

Services for People with Disabilities (joint award recipients)

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

Services for Seniors

- Alzheimer Society of Thunder Bay (Thunder Bay, ON)
- *Hospice Saint John & Sussex* (Saint John, NB)
- Hospice of Waterloo Region (Waterloo, ON)
- VON Lanark, Leeds & Grenville (Brockville, ON)

Traditional Education

- Cornwall Alternative School (Regina, SK)
- *John Knox Christian School* (Oakville, ON)
- Penticton Community Christian School (Penticton, BC)
- Sunrise Christian Academy (Picton, ON)

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. This year, two organizations tied for having the highest performance scores of all the category award recipients. Community Living Campbellford-Brighton and the Multiple Sclerosis Society—Calgary Chapter shared the overall *William H. Donner Award for Excellence in the Delivery of Social Services* and were presented with awards of \$10,000 each.

The Multiple Sclerosis Society was also presented with the Donner Awards Program's newest award: the *Peter F. Drucker Award for Non-Profit Management*. This \$5,000 award, established in 2004, is presented to a non-profit organization whose consistent record of excellence and innovation in

management and service delivery reflects the philosophy of Peter F. Drucker.

How to Use the Performance Report

The results presented in this report are based on the analysis of data from all 842 applications submitted by Canadian non-profits for the 2005 Donner Awards. Each of the ten performance criteria, as well as the overall composite score, has a separate section in this report. The separation of each criterion allows agencies to focus on particular areas of performance or, alternatively, to use the composite score to assess overall performance. Appendix C discusses how the scores were calculated and provides additional methodological information.

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

An Illustrated Example

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

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

Confidential Report

The Confidential Report, independent of the 2005 *Non-Profit Performance Report*, contains an agency's particular performance in all ten areas of evaluation. The executive director or board of an agency can use the report to isolate areas of high performance, as well as areas in need of improvement, using the measures as benchmarking tools in their strategic planning processes. With the express permission of participating agencies, charitable foundations and other donors may also use these reports as evidence that their charitable dollars are being well spent.

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

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

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

The Confidential Report also indicates where an agency performed moderately well. In the hypothetical example, the ABC Food Bank performed reasonably well in five assessment areas. In all five, the agency's scores were close to, or above the aver-

CONFIDENTIAL PERFORMANCE REPORT

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

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

Criteria / Components	Agency Score	Category Average	Category Median	Category High	Category Low
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	7.9	2.0
• Number of sources of income	9.9	9.2	9.9	10.0	0.0
• Concentration of revenue	5.2	4.5	5.2	10.0	0.0
• Percent of revenue provided by government	5.0	3.9	3.7	10.0	0.0
• Size of accumulated surplus to expenses	10.0	7.4	8.4	10.0	0.0
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
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

CONFIDENTIAL PERFORMANCE REPORT (continued)					
Criteria / Components	Agency Score	Category Average	Category Median	Category High	Category Low
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*	\$40.56	\$18.10	\$14.30	\$45.78	\$0.07
• Dollar cost per client**	\$4.92	\$2,718.45	\$1,537.52	\$20,838.10	\$4.92
• Hours per client**	0.1	1,012.0	104.0	8,760.0	0.1
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
* Presented for information purposes only.					
** Not used in the calculation of the criteria score; presented for information purposes only.					

age 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.

Endnotes

¹There are approximately 80,000 registered charities in Canada. While a charity is, by definition, a non-profit agency, non-profit agencies are not necessarily charities.

Registered with Revenue Canada, charities are subject to its guidelines and regulations. Charities do not pay income tax, and are able to issue tax-deductible receipts to donors. While other non-profits are also exempt from paying income tax, they are not able to issue tax-deductible receipts. As a result, they are also exempt from Revenue Canada's oversight and regulations.

²Hall, Michael *et al.* (2005), *The Canadian Nonprofit and Voluntary Sector in Comparative Perspective* (Toronto, ON: Imagine Canada).

³Statistics Canada (2004), *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, cat. no. 61-533-XPE (Ottawa, ON: Ministry of Industry).

⁴A recent study of social service delivery by religious congregations in Ontario found that the mean percent-

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

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

⁶Statistics Canada (2004), *Satellite Account of Nonprofit Institutions and Volunteering 1997-1999*, catalogue no. 13-015-XIE (Ottawa, ON: Ministry of Industry).

⁷Drew 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.

⁸Ipsos Reid (2004), *Talking About Charities 2004—Report*. The Muttart Foundation. Available online at <http://www.muttart.org/surveys.htm>.

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

Sector (Toronto, ON: Canadian Centre for Philanthropy).

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

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

¹²The Alternative Education and Crisis Intervention categories were established in 2000, increasing the total number of categories of social service recognized by the Donner Awards from seven to nine.

¹³To receive a copy of the most recent application form, email donnerawards@fraserinstitute.ca.

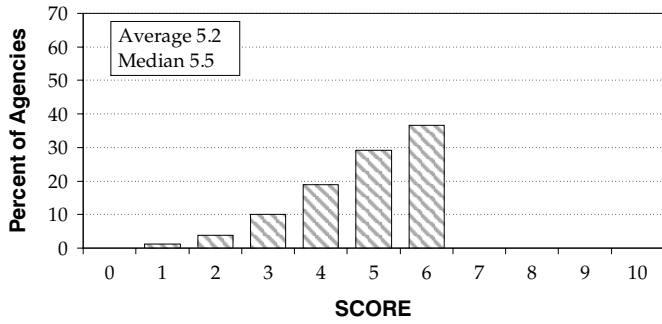
¹⁴In 2005, this non-profit challenge asked agencies to consider how they would respond if they experienced a program staff turnover rate of 50 percent in a single year.

¹⁵There is much diversity in the definition of "clients" among the various categories of agencies. For example, agencies providing services such child care and education have fewer clients receiving a significantly higher numbers of hours of service than agencies providing basic necessities.

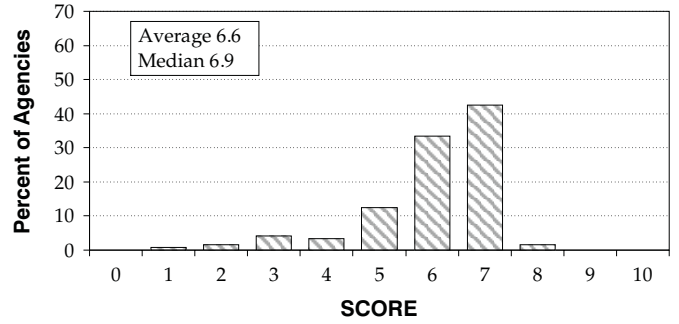
PERFORMANCE CRITERIA

Financial Management

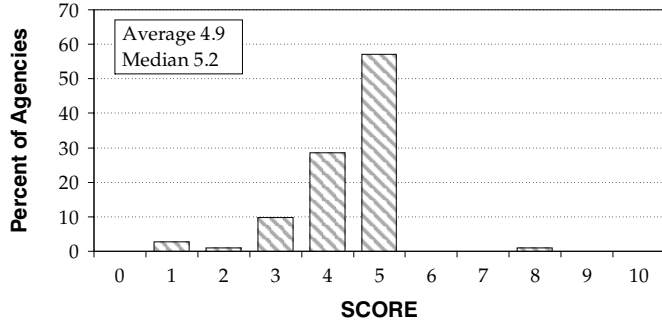
Alternative Education



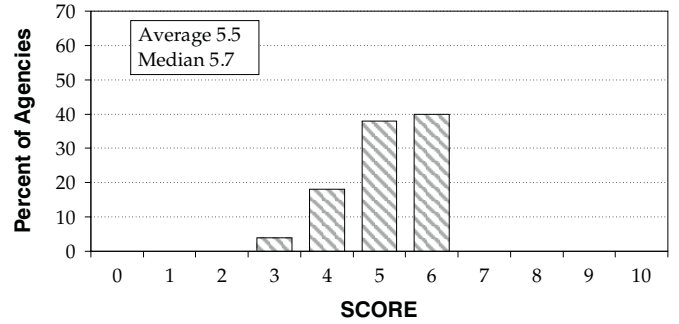
Child Care



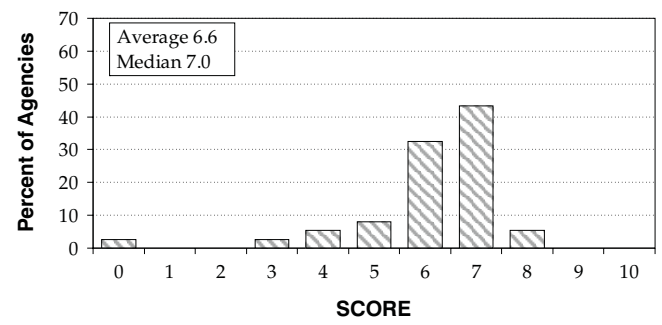
Counselling



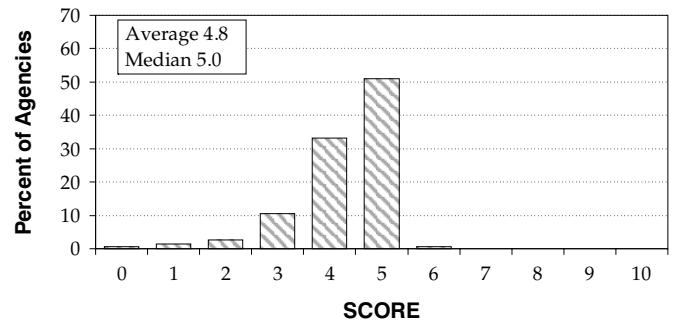
Crisis Intervention



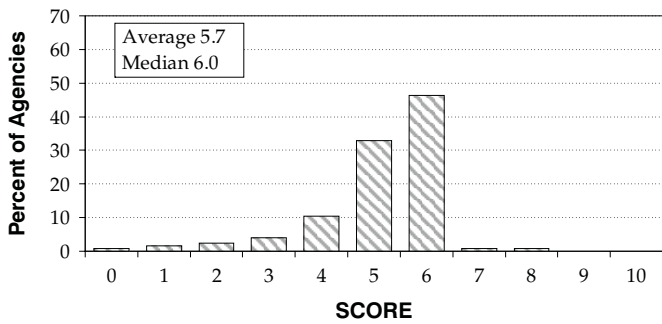
Prevention & Treatment of Substance Abuse



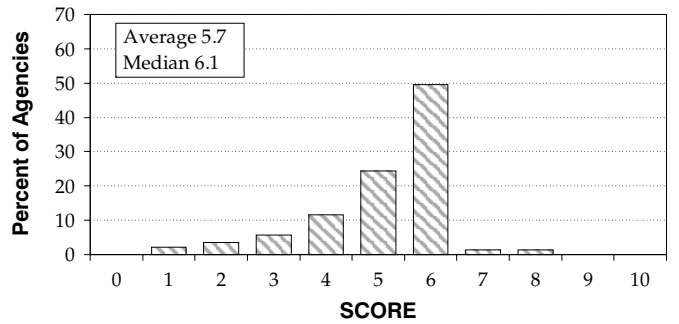
Provision of Basic Necessities



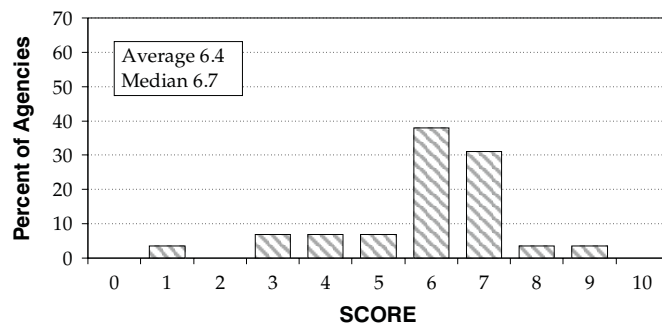
Services for People with Disabilities



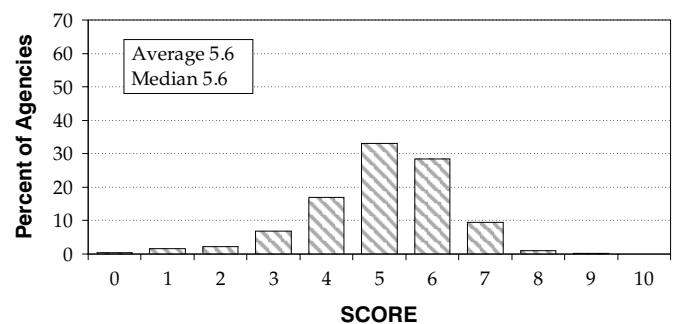
Services for Seniors



Traditional Education



ALL AGENCIES



Financial Management

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

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

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

The fourth variable, program expenditures as a percent of total expenditures, is perhaps the most important as it assesses how much of the financial resources of the agency were directly used to deliver programs. Generally non-profit sector watchdogs suggest that at a minimum, 60 to 75

percent of expenses should be devoted to program spending.*

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.

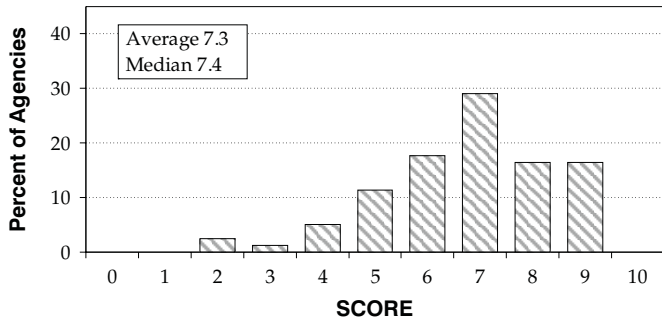
Analysis of Results

The average and median scores for financial management ranged from 4.8 to 7.0. One agency in the Traditional Education category achieved a score of 9, indicating very high performance, although no agency scored a perfect 10. Child Care, Prevention and Treatment of Substance Abuse, and Traditional Education were the only service categories to have a significant percentage of organizations scoring at least 7. Overall, almost two thirds of all organizations that participated in the 2005 Donner Awards scored between 5 and 6, suggesting that there is room for improvement in the financial management of many organizations. A few agencies in each service category except for Crisis Intervention scored less than 3, indicating relatively poor performance.

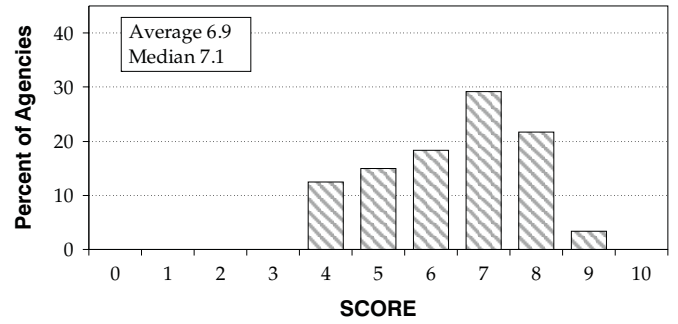
* The American Institute for Philanthropy's *Charity Rating Guide* recommends that 60 percent or more of a charity's donations should go to program expenses (for details see <http://www.charitywatch.org>). The BBB Wise Giving Alliance's *Standards for Charity Accountability* suggest that at least 65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

Income Independence

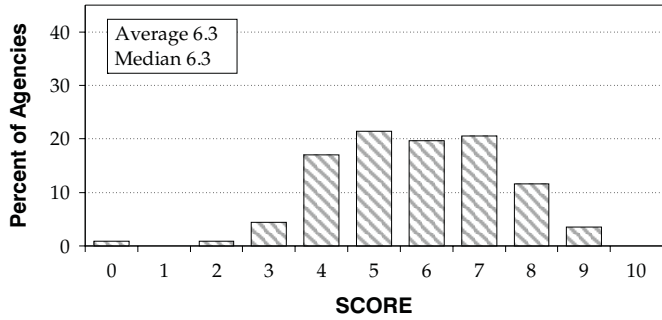
Alternative Education



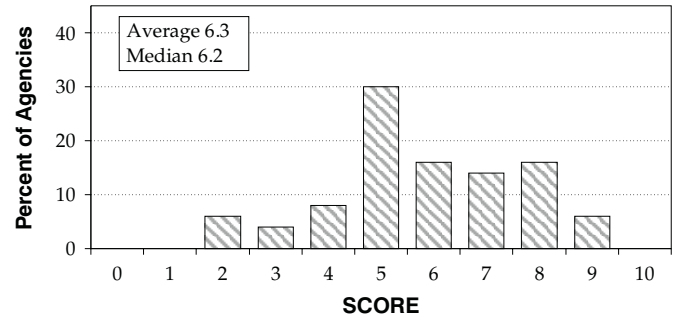
Child Care



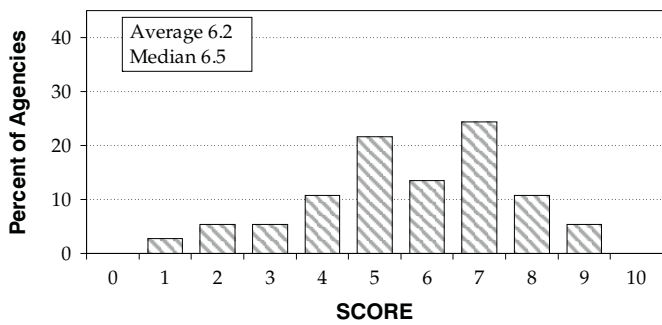
Counselling



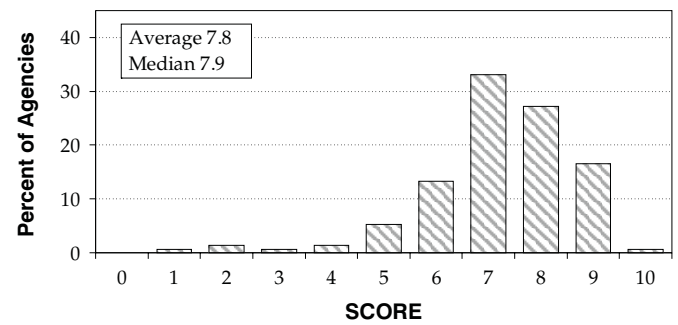
Crisis Intervention



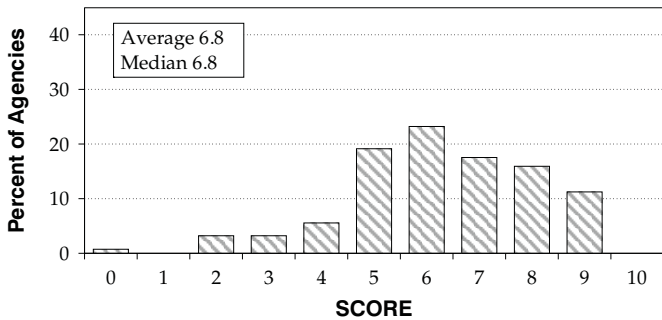
Prevention & Treatment of Substance Abuse



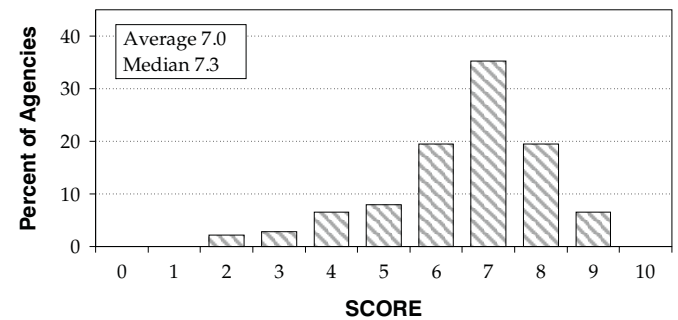
Provision of Basic Necessities



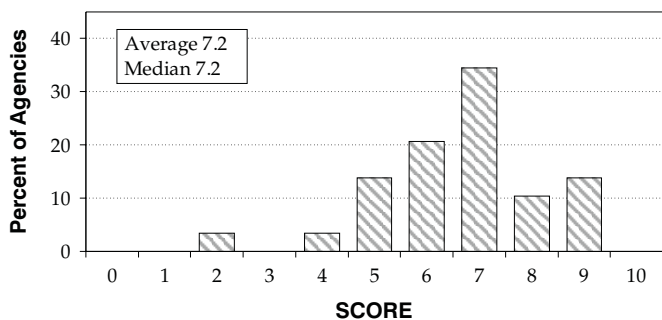
Services for People with Disabilities



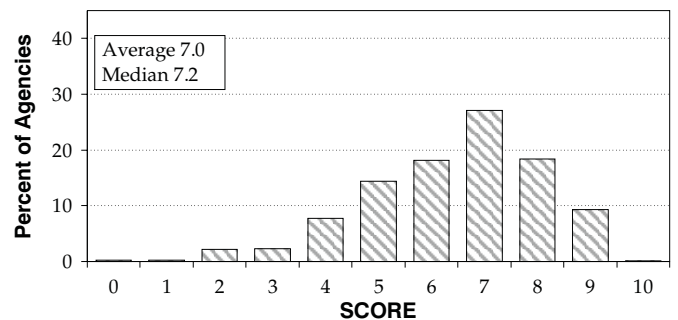
Services for Seniors



Traditional Education



ALL AGENCIES



Income Independence

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

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

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

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

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

The second variable accounts for concentration within the pool of revenues. It measures, to a greater degree, an agency's real diversification level. For instance, an agency might have a large pool of small donors but still be overly reliant on one particular

donor if that donor accounts for a large percentage of the agency's revenues.

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

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.

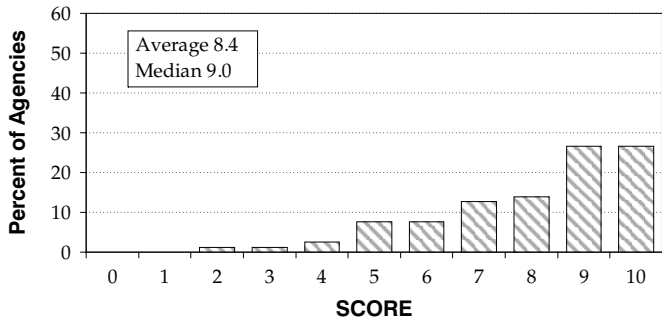
Analysis of Results

The average and median scores for this second financial performance variable range from 6.2 to 7.9. A few agencies in each category scored 9 or above, indicating very high performance. The largest concentration of high scores was in the Provision of Basic Necessities category, where almost two thirds of all organizations scored at least 8. There is more opportunity for improvement in the Counselling and Prevention and Treatment of Substance Abuse categories, where approximately one quarter of agencies scored less than 5. Four categories—Counselling, Prevention and Treatment of Substance Abuse, Provision of Basic Necessities, and Services for People with Disabilities—each had organizations scoring below 2, indicating poor performance.

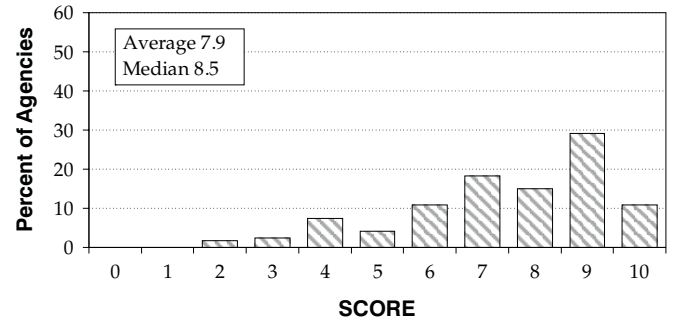
* For a review of the empirical literature, see Arthur C. Brooks (2000), "Is there a Dark Side to Government Support for Nonprofits?" *Public Administration Review*, vol. 60, no. 3 (May/June), pp. 211-18.

Strategic Management

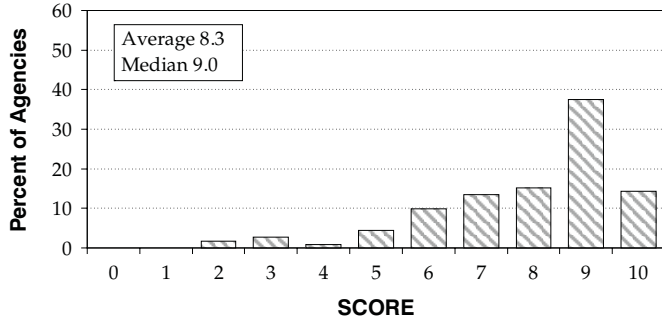
Alternative Education



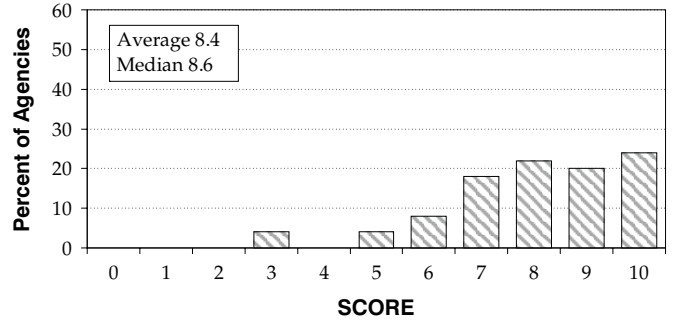
Child Care



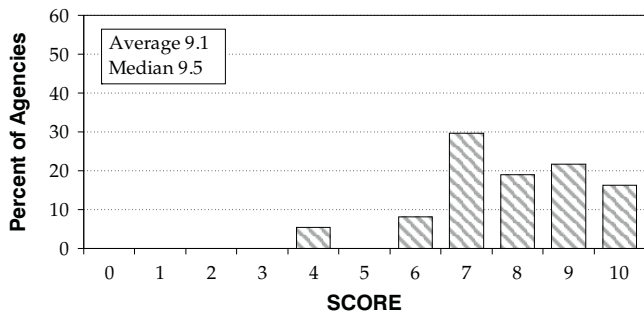
Counselling



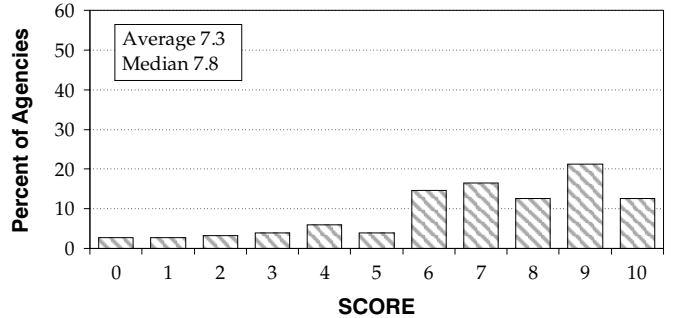
Crisis Intervention



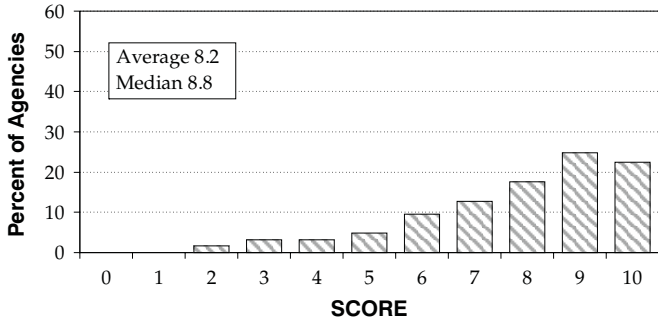
Prevention & Treatment of Substance Abuse



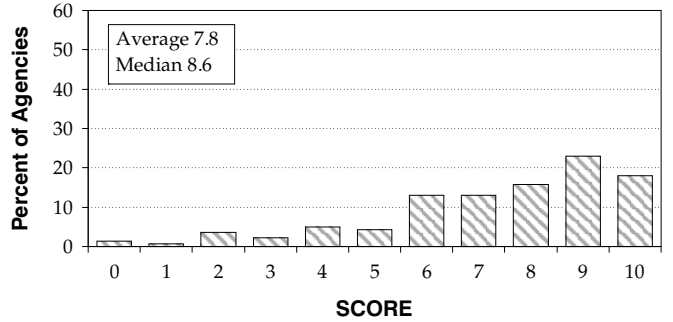
Provision of Basic Necessities



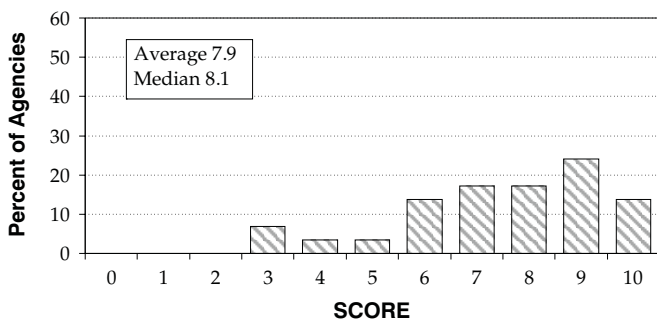
Services for People with Disabilities



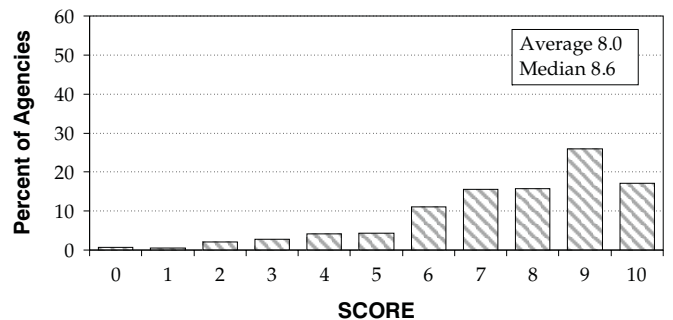
Services for Seniors



Traditional Education



ALL AGENCIES



Strategic Management

Strategic Management is a multi-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.

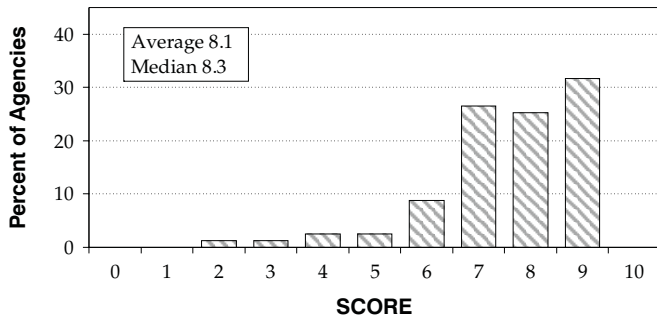
The questions in the survey assessing strategic management focus on the extent of involvement and active participation by staff and volunteers in the strategic management process.

Analysis of Results

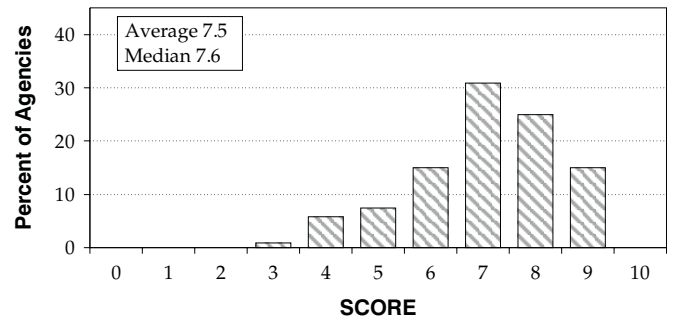
In 2005, Strategic Management was an area of relatively high performance. Average and median scores ranged between 7.3 and 9.0. Every category featured at least one agency that scored a perfect 10; at least half of the organizations in the Alternative Education and Counselling categories had scores of 10, indicating performance excellence. Agencies in every category except the Prevention and Treatment of Substance Abuse scored less than 5, indicating room for improvement. A few agencies in the Provision of Basic Necessities and Services for Seniors categories scored less than 2, but the overall results across all categories of service delivery are encouraging: three quarters of all agencies scored 7 or higher.

Board Governance

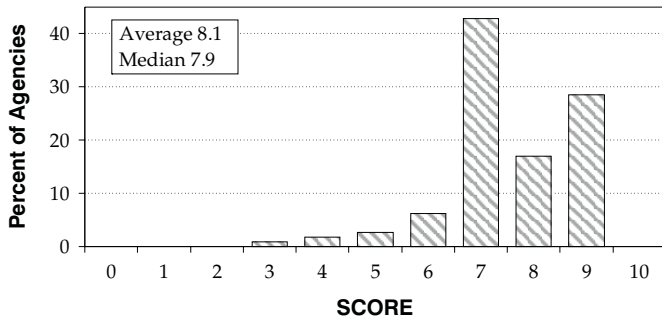
Alternative Education



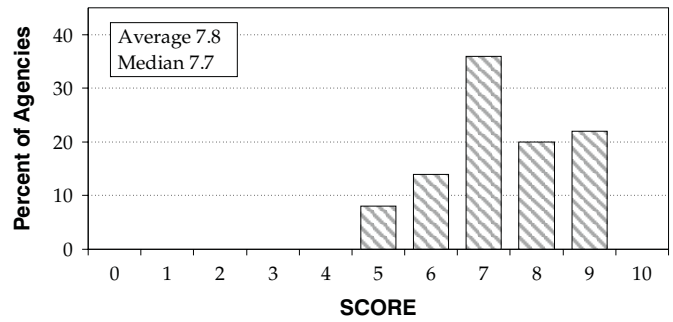
Child Care



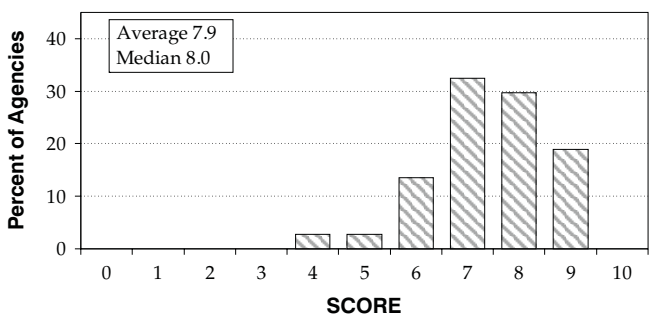
Counselling



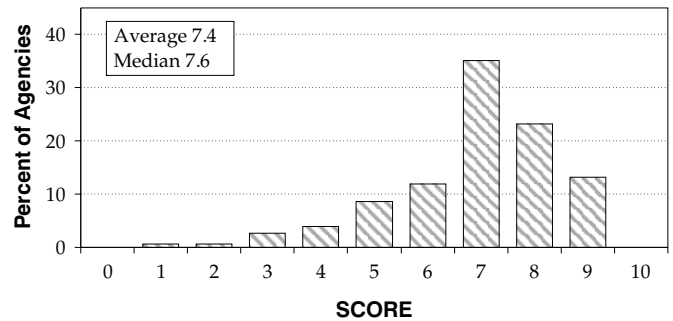
Crisis Intervention



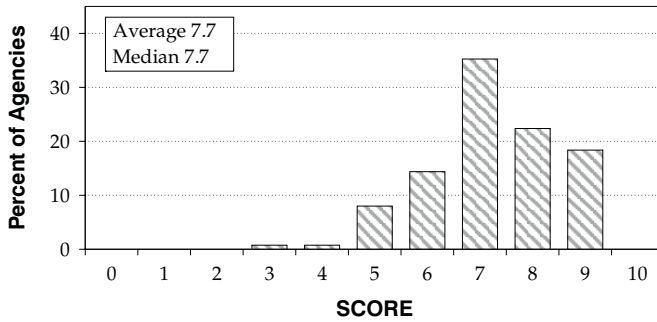
Prevention & Treatment of Substance Abuse



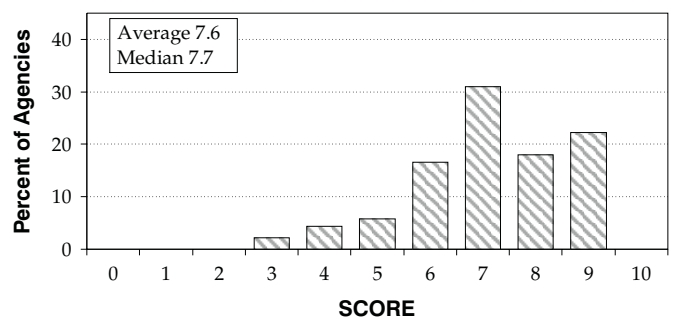
Provision of Basic Necessities



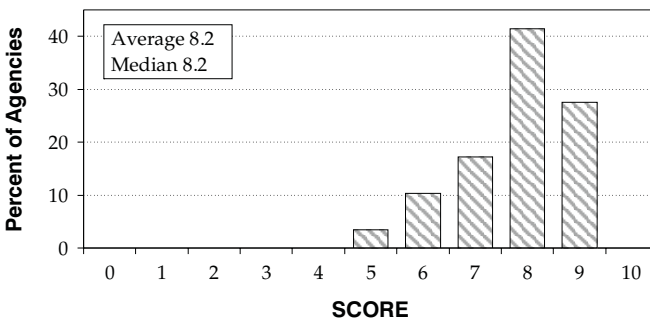
Services for People with Disabilities



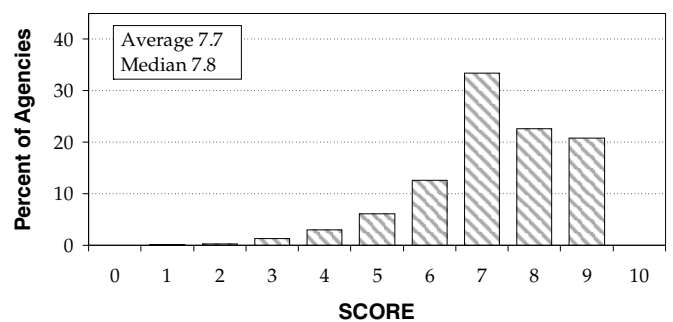
Services for Seniors



Traditional Education



ALL AGENCIES



Board Governance

The Board of Directors is the critical link between the donors and members of a non-profit organization and its staff and managers. One of the key responsibilities of the Board of Directors is to ensure that the management, and ultimately the 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.* The Wise Giving Alliance standards suggest that a maximum of one paid staff member (or 10 percent, whichever is greater), normally the executive director, be a voting member of the board. This paid staff member should not hold the

duties of the chair or the treasurer in order to ensure a certain minimum level of accountability and independence. The NCIB's conflict policy suggests the board review all business or policy decisions without the presence of those staff or board members who may benefit, directly or indirectly, from the decision in question.**

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

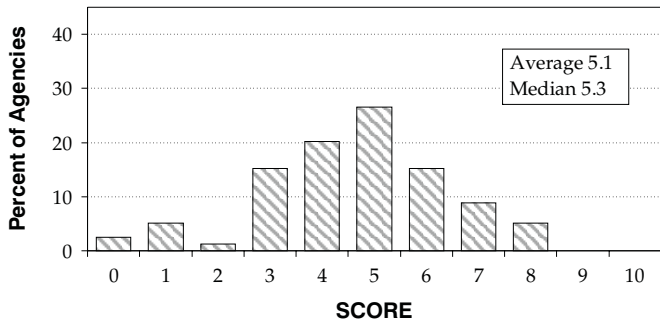
Although no agency received a perfect score of 10, the majority of agencies performed well in the Board Governance section, with the average and median scores for all agencies ranging between 7.4 and 8.3. Agencies in all categories except for Crisis Intervention and Traditional Education scored less than 5, which indicates that there is room for improvement for agencies in most categories. Overall more than three quarters of all agencies scored 7 or more for Board Governance.

* These standards, effective March 2003, can be downloaded in full at www.give.org/standards/spring03standards.PDF.

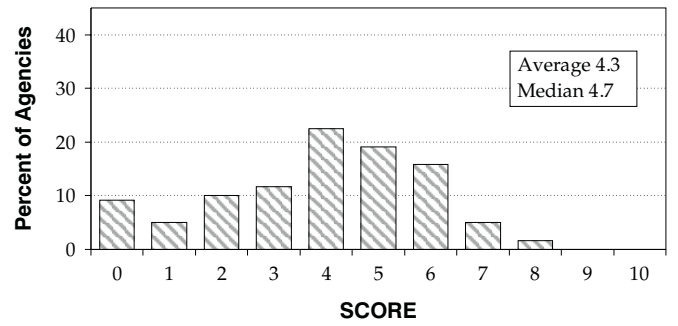
** NCIB standards can be reviewed in full at www.give.org/standards/ncibstds.asp.

Volunteers

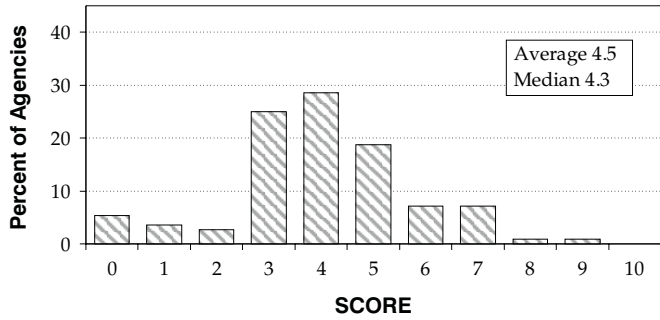
Alternative Education



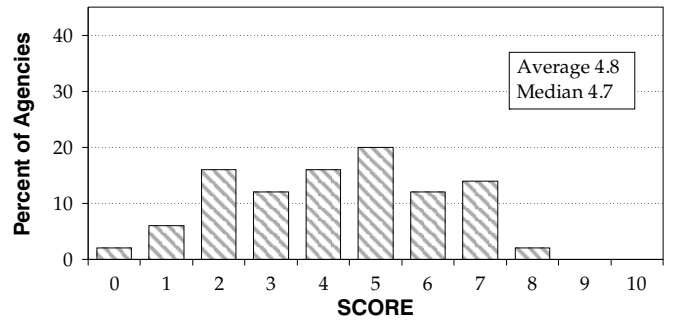
Child Care



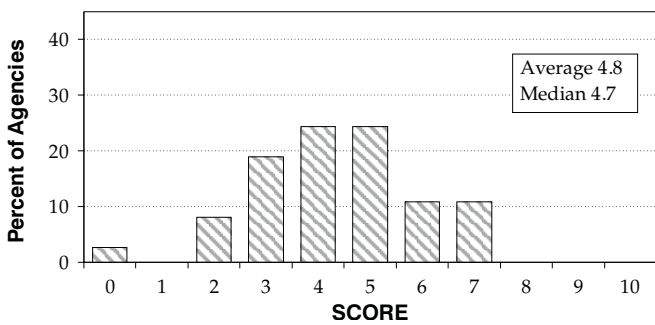
Counselling



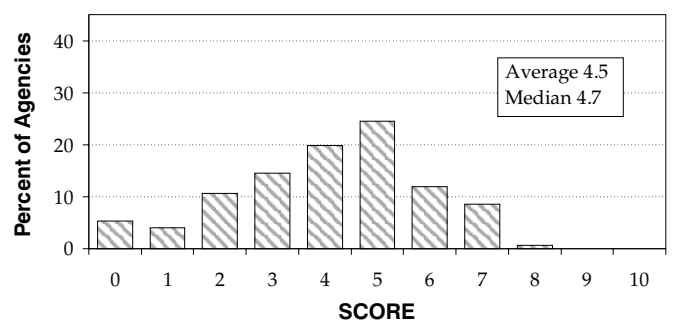
Crisis Intervention



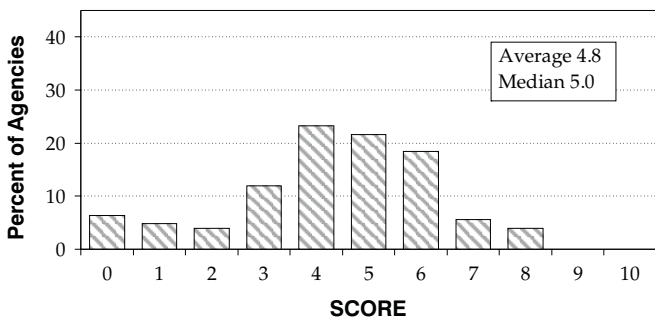
Prevention & Treatment of Substance Abuse



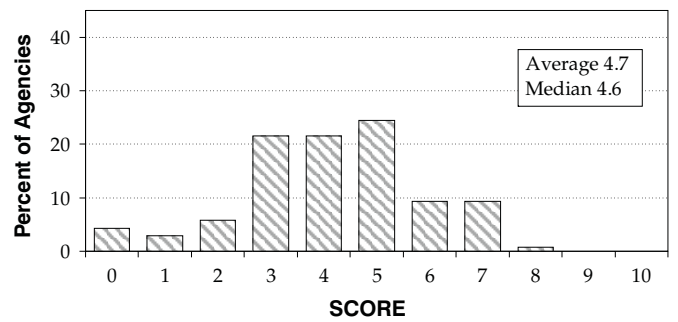
Provision of Basic Necessities



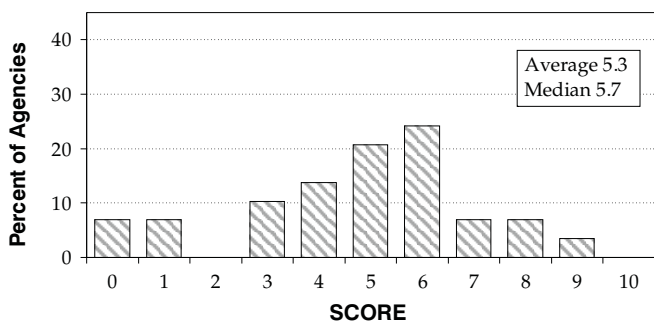
Services for People with Disabilities



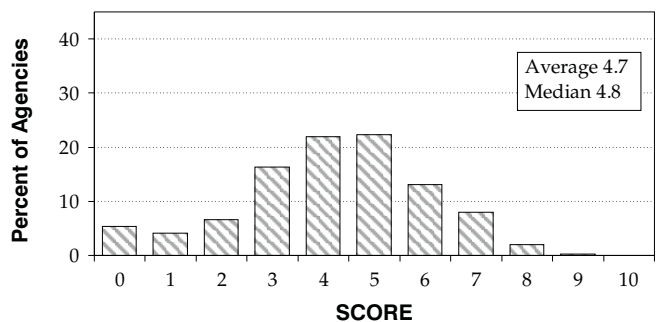
Services for Seniors



Traditional Education



ALL AGENCIES



Volunteers

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

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

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

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

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

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

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

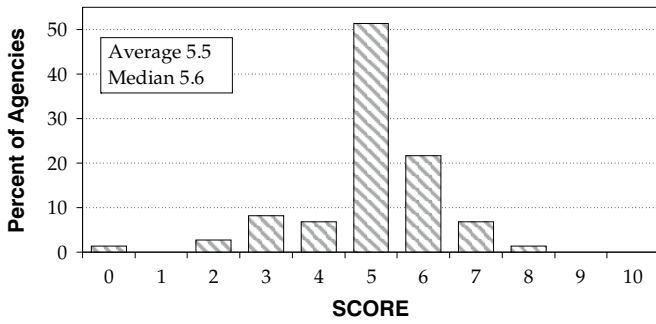
Analysis of Results

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 5.7. All service categories displayed relatively low scores. While agencies in every category except for the Prevention and Treatment of Substance Abuse did receive scores of 8 or above, only two categories—Counselling and Traditional Education—had agencies scoring over 9. More than half 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.

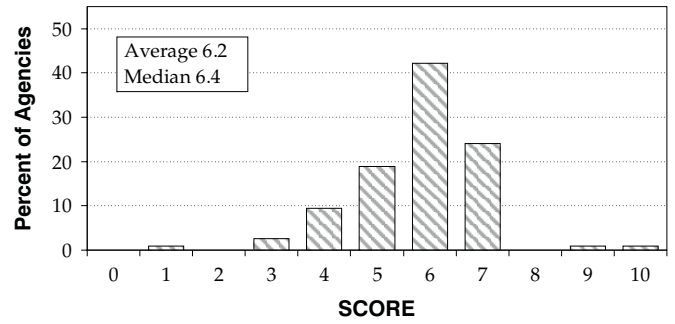
* See Statistics Canada (2001), *Caring Canadians, Involved Canadians: Highlights From the 2000 National Survey on Giving, Volunteering and Participating*, cat. no. 71-542-XIE (Ottawa, ON: Minister of Industry); The National Commission on Philanthropy and Civic Renewal (1997), *Giving Better, Giving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

Staff

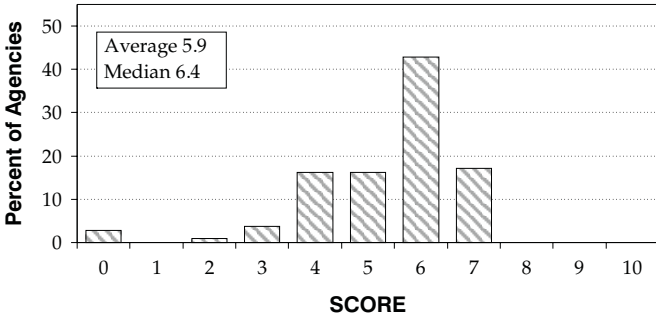
Alternative Education



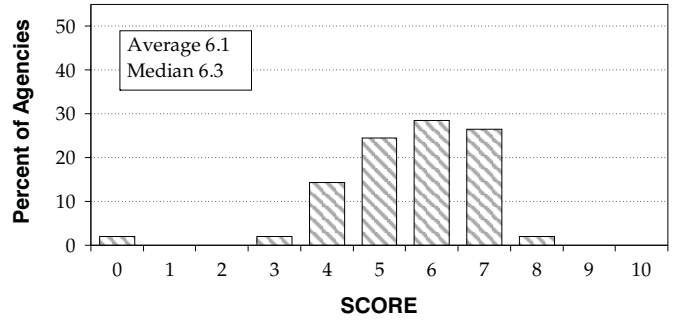
Child Care



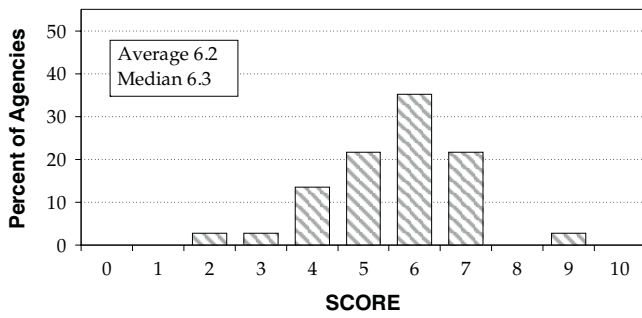
Counselling



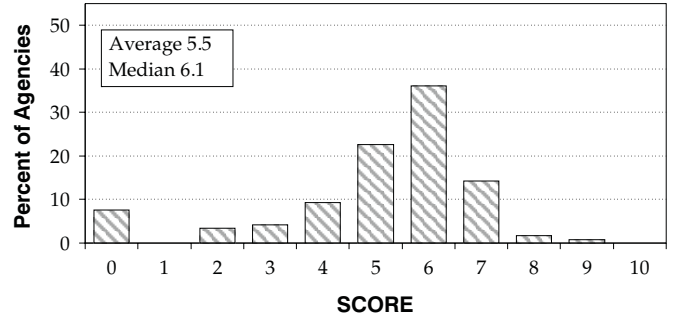
Crisis Intervention



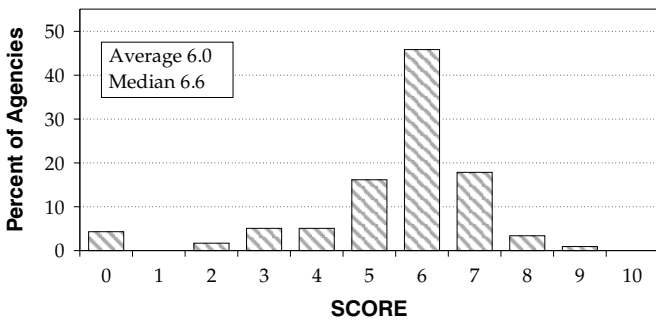
Prevention & Treatment of Substance Abuse



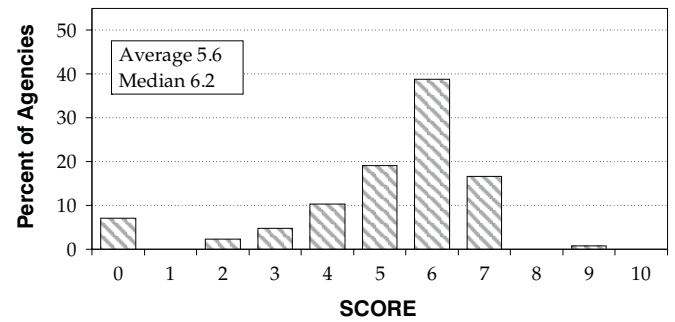
Provision of Basic Necessities



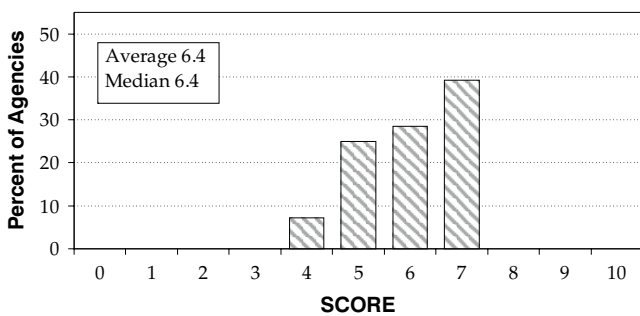
Services for People with Disabilities



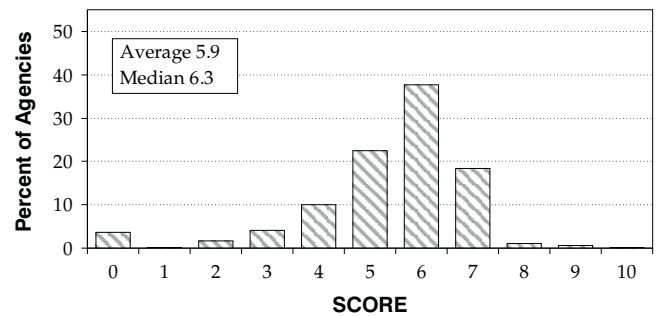
Services for Seniors



Traditional Education



ALL AGENCIES



Staff

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

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

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

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

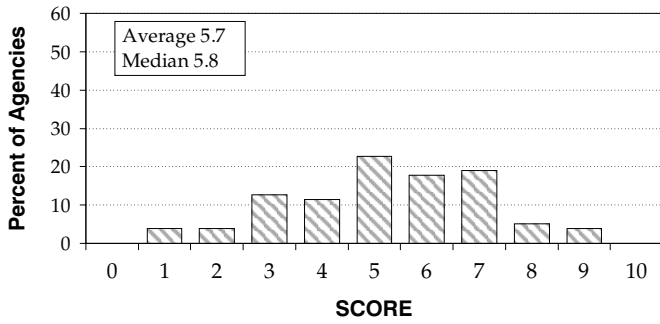
The final variable concerns staff training. An agency that has a staff training program in place can ensure that its employees have the skills required to perform their duties appropriately and efficiently, and are able to stay current with new developments in their program area.

Analysis of Results

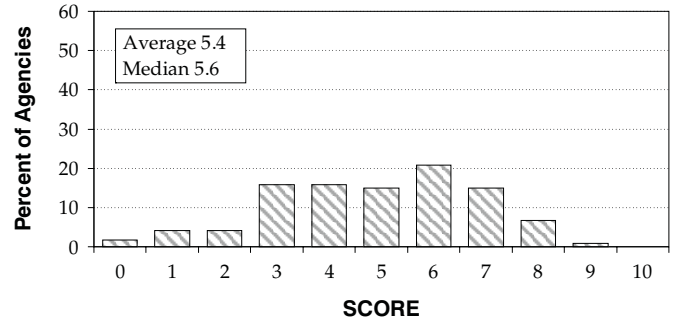
Scores for staff usage and management across all categories were markedly higher than they were for Volunteers. Average and median scores ranged between 5.5 and 6.6. A very small number of agencies managed to score 9 or above, which indicates superior performance, and one agency in the Child Care category received a perfect score of 10. All service categories had agencies scoring below 5, which signals room for improvement in the effective use of personnel. Encouragingly, no agencies in the Prevention and Treatment of Substance Abuse and Traditional Education categories received scores below 2. A few agencies not represented in these graphs had no paid staff, indicating that they were totally volunteer-driven.

Innovation

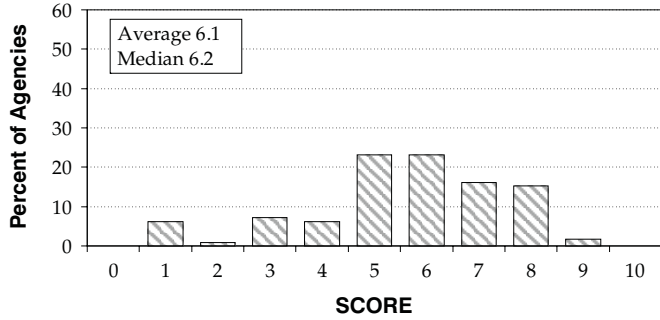
Alternative Education



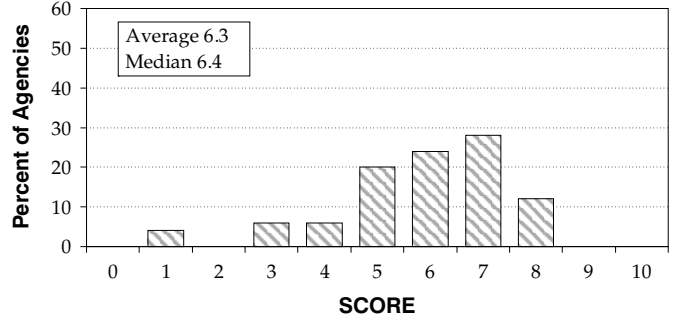
Child Care



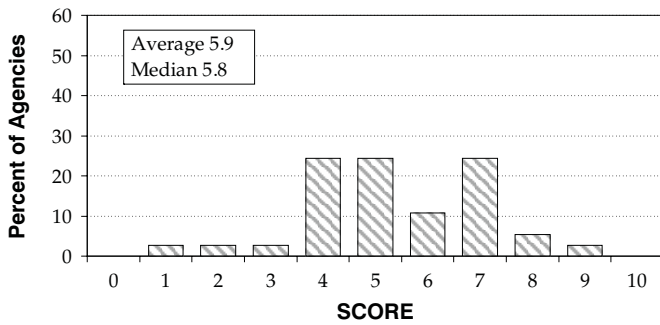
Counseling



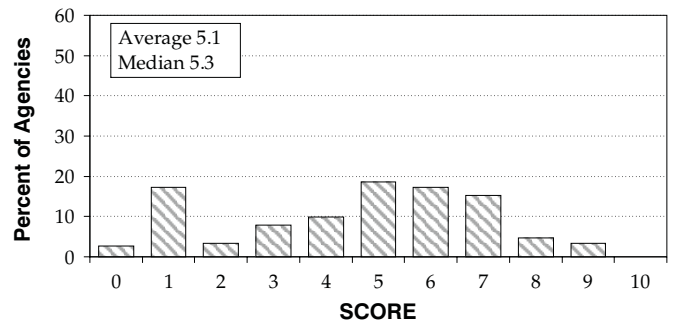
Crisis Intervention



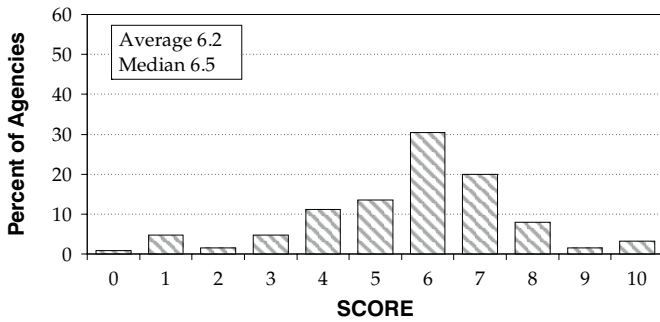
Prevention & Treatment of Substance Abuse



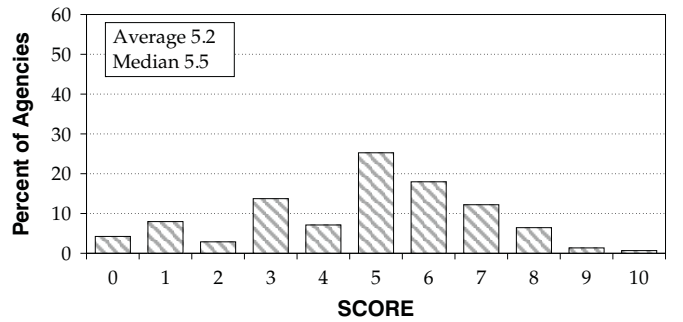
Provision of Basic Necessities



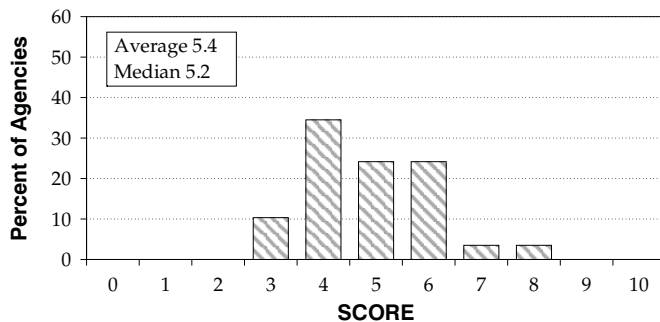
Services for People with Disabilities



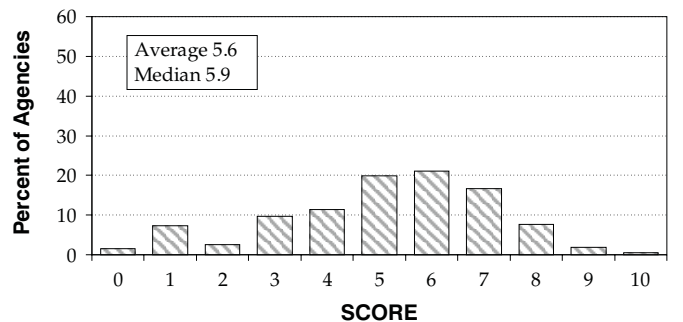
Services for Seniors



Traditional Education



ALL AGENCIES



Innovation

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

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

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

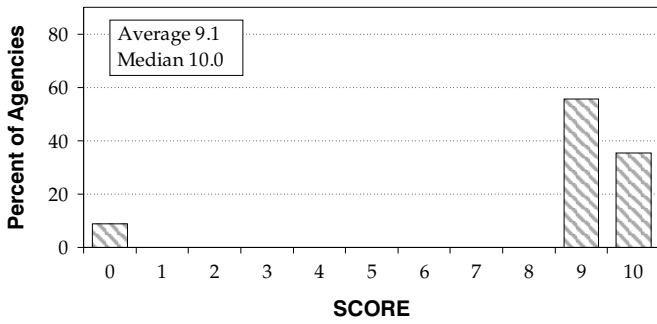
Because innovation is so qualitative, this indicator can only be of the crudest nature and should be regarded as such. Organizations were asked questions dealing with how they responded to change, and the progress they made toward implementing innovative new practices. They were also asked about the 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

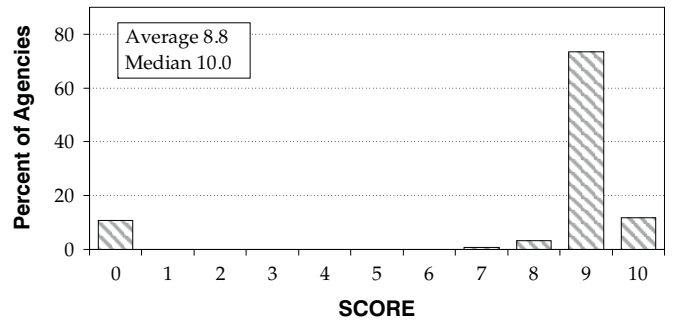
Because Innovation is the most difficult of the ten performance areas to quantify, it is important that results in this section not be interpreted as conclusive. The average and median scores for Innovation across all categories range from 5.1 to 6.5. A small number of agencies in every service category except Crisis Intervention and Traditional Education scored 9 or more, which indicates strong performance. A few agencies in the Services for People with Disabilities and Services for Seniors categories received perfect scores of 10, which indicates superior performance. Agencies in all categories scored below 5, which highlights the overall opportunity for improvement in this area.

Program Cost

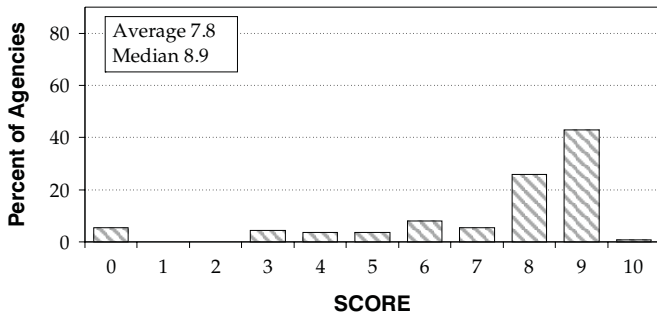
Alternative Education



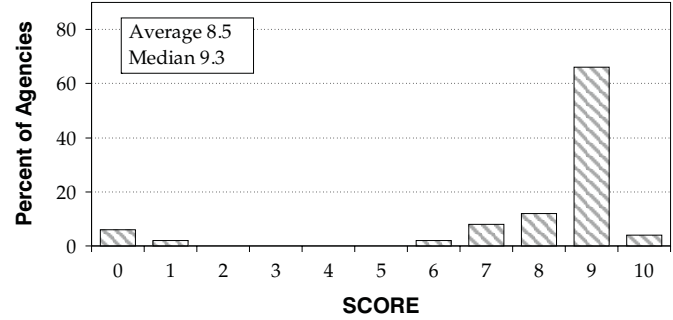
Child Care



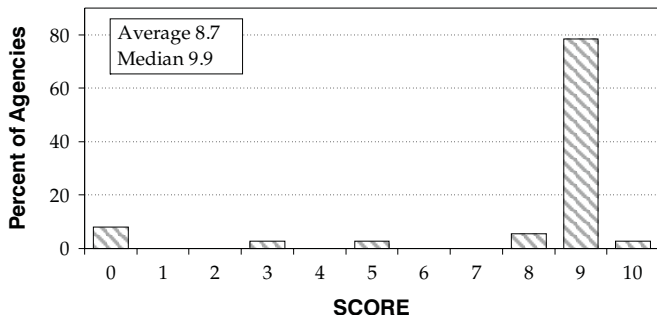
Counselling



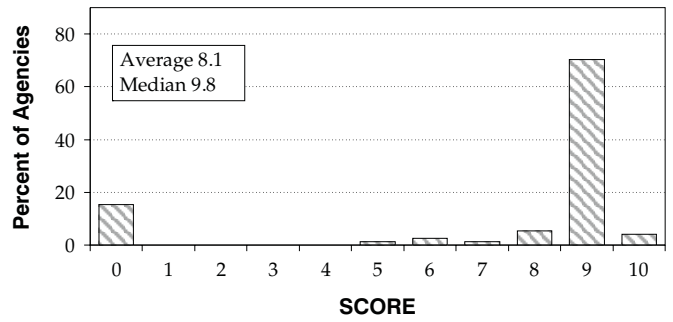
Crisis Intervention



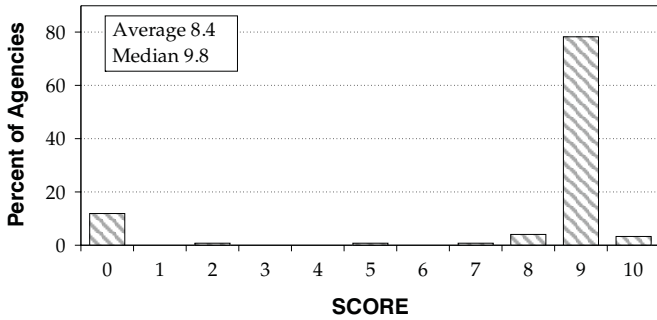
Prevention & Treatment of Substance Abuse



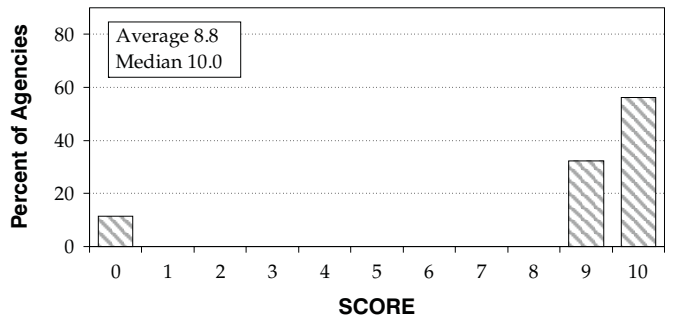
Provision of Basic Necessities



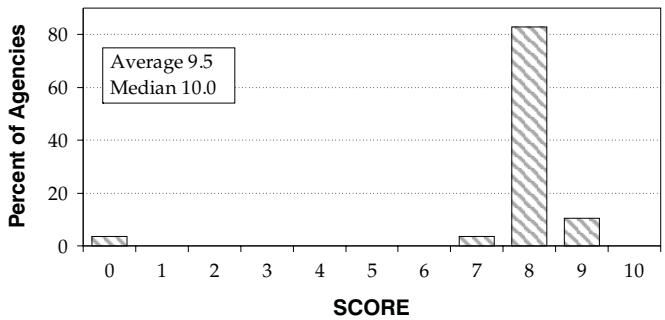
Services for People with Disabilities



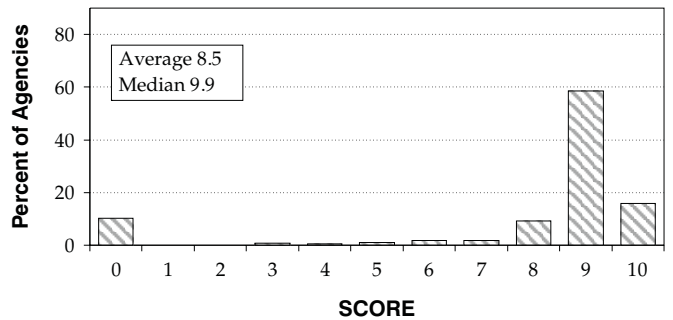
Services for Seniors



Traditional Education



ALL AGENCIES



Program Cost

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

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

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

program while the former agency's program was a short-term, crisis intervention program. The nature and focus of the programs in this case are sufficiently different to make cross-comparison tenuous.

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

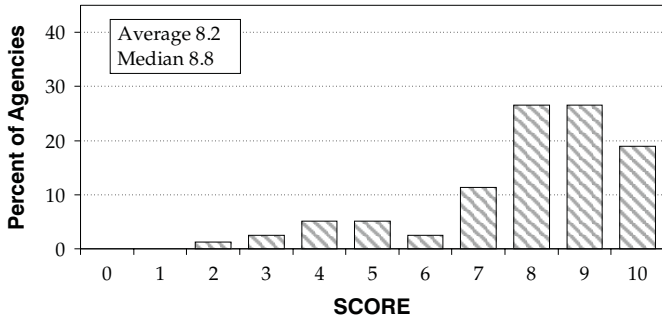
In addition to the overall score for program cost, the Confidential Reports also indicate the dollar cost per program hour provided, the dollar cost per client, and the number of hours of programming provided per client. This data is presented for information purposes only and is not used in the calculation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

Analysis of Results

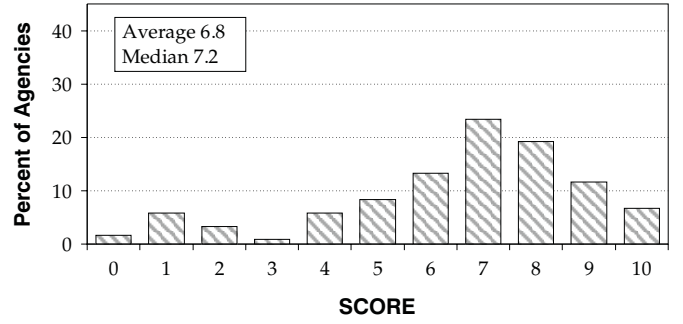
The area of Program Cost had the highest scores of all performance areas, with the average and median scores for all categories range from 7.8 to 10.0. Three-quarters of all agencies scored 9 or above, which indicates that a large percentage of agencies provide low-cost services. While this is encouraging, every category also had agencies that scored a 0, indicating relatively high program costs that may be due to the type of program delivered, or to poor performance.

Outcome Monitoring

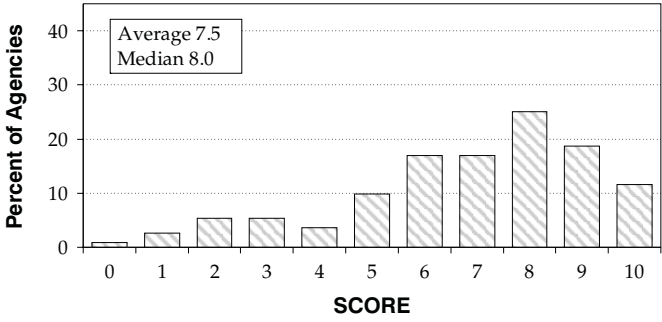
Alternative Education



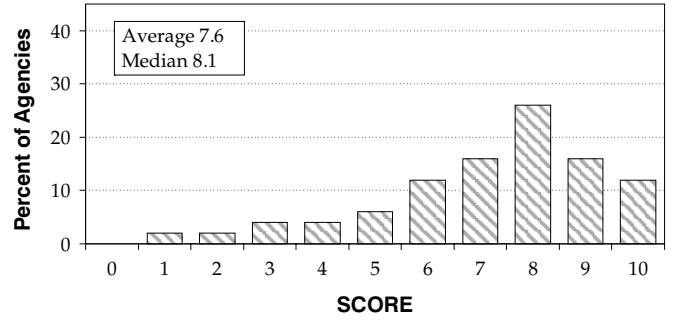
Child Care



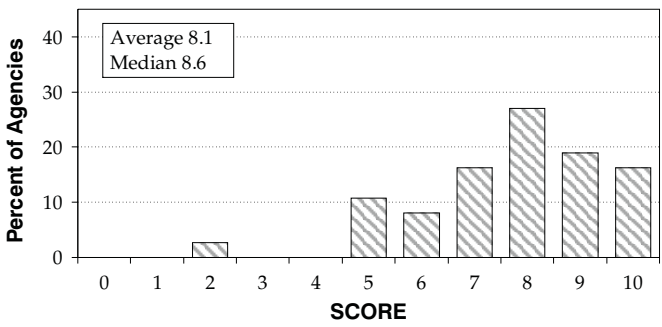
Counselling



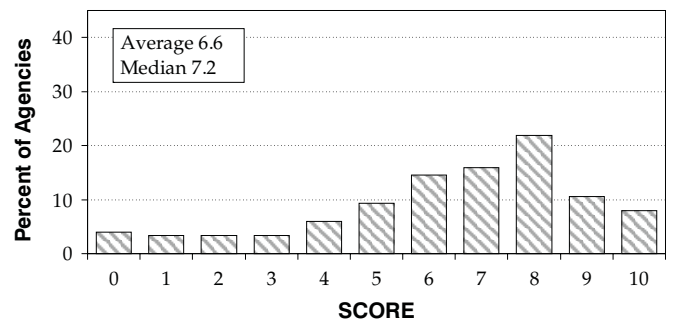
Crisis Intervention



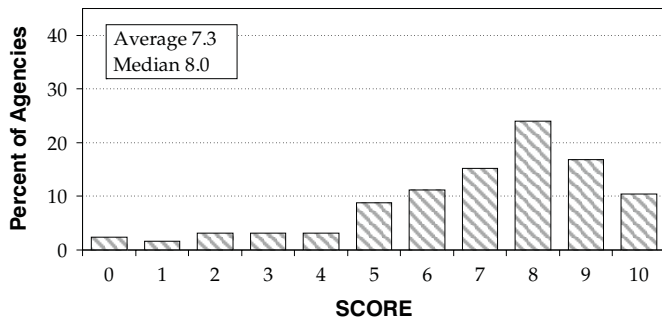
Prevention & Treatment of Substance Abuse



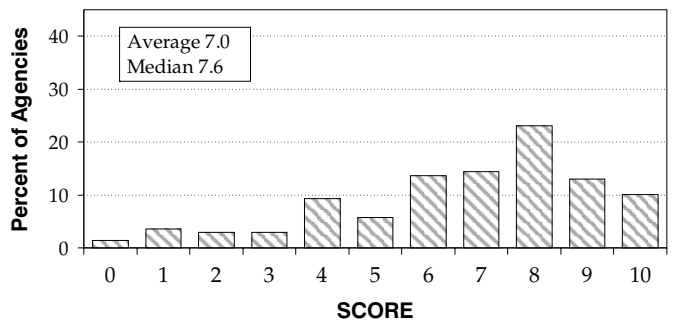
Provision of Basic Necessities



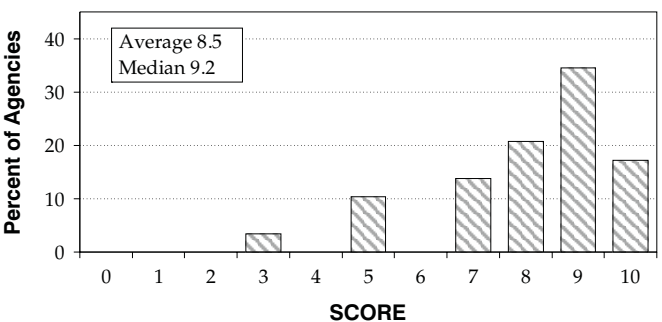
Services for People with Disabilities



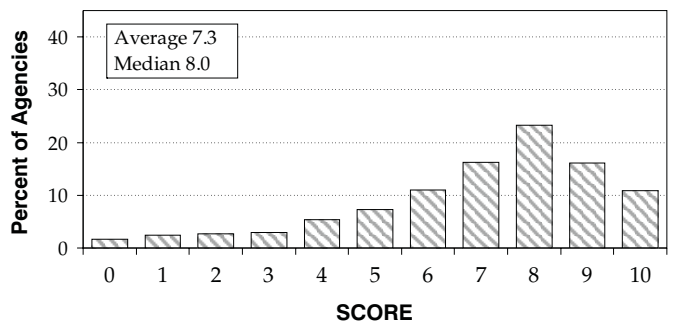
Services for Seniors



Traditional Education



ALL AGENCIES



Outcome Monitoring

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

Outcomes, 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 Child Care or the Provision of Basic Necessities.

Two sets of questions assess Outcome Monitoring. The first set asks whether the agency has defined the program's desired outcomes (i.e., what it is that the program is attempting to achieve), and whether or not, given the definition of the desired outcomes, the actual outcomes can be, and are, measured objectively. Common methods of monitoring outcomes often include such tools as client

surveys and tracking, typically carried out over defined periods of time ranging from a few months to several years. Outcome monitoring techniques are frequently unique to individual agencies, in that they must be closely tied to the agency's mission. By monitoring and measuring their outcomes, agencies gain insight into what is and is not working, and are able to adjust their programming accordingly.

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

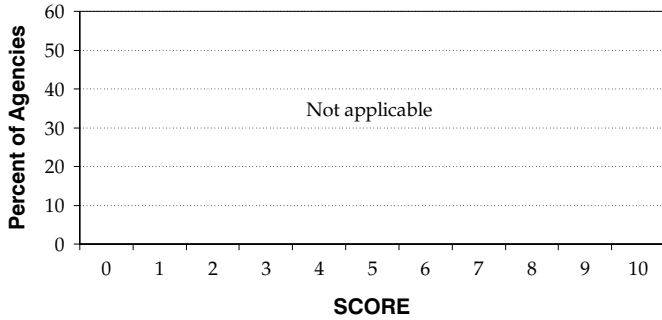
Analysis of Results

The scores for Outcome Monitoring are relatively high with the average and median scores for all categories falling in the 6.6 to 9.2 range. This indicates a relatively high level of average performance in terms of managing and pursuing specific outcomes. Half of all agencies received a score of 8 or higher, which indicates strong performance. All categories had agencies that received a score of 10, which indicates superior performance. Agencies in all categories had agencies scoring under 5, indicating the need for improvement. All categories except for Alternative Education, Prevention and Treatment of Substance Abuse, and Traditional Education, had agencies scoring less than 2, which indicates poor performance.

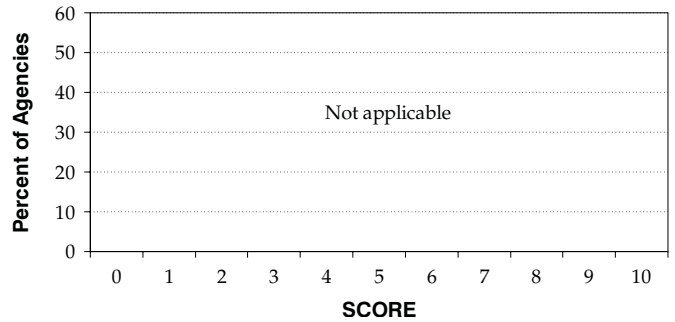
The strong performance of most agencies in monitoring program outcomes is a strong indication that many are assessing their own performance in terms of the specific goals they want to achieve. Nevertheless, there is still room to improve for agencies in most categories.

Accessibility

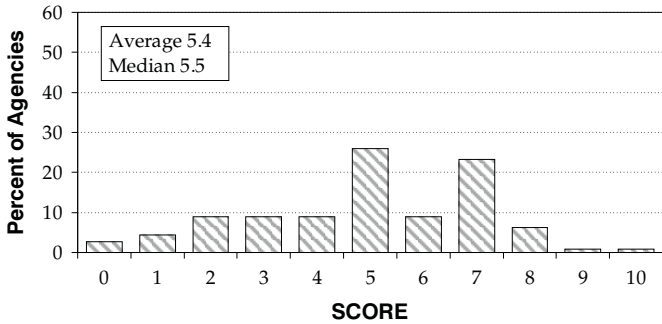
Alternative Education



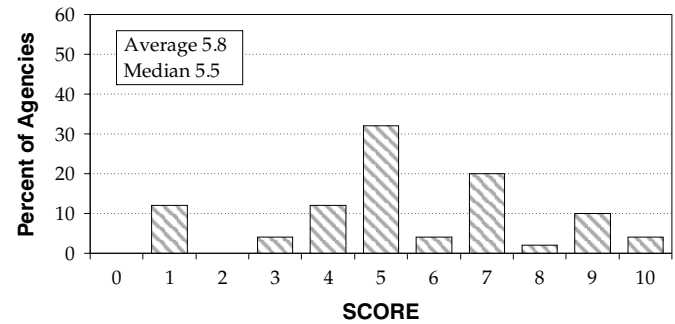
Child Care



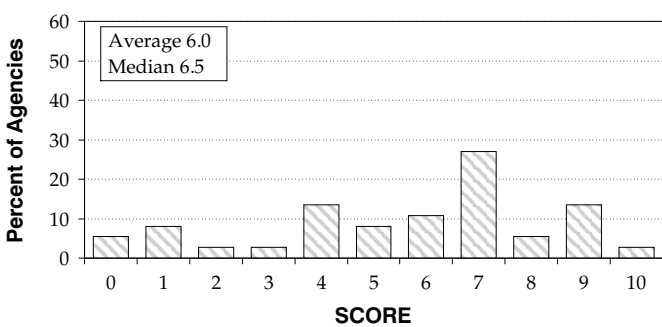
Counseling



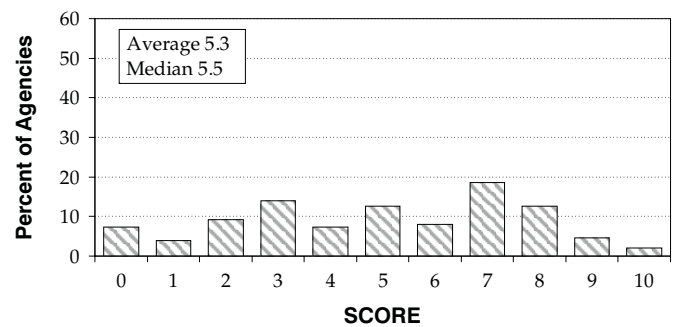
Crisis Intervention



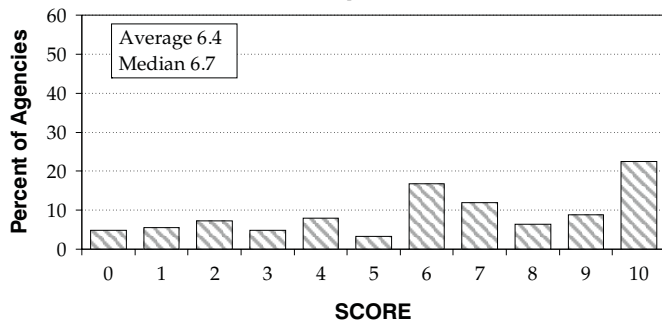
Prevention & Treatment of Substance Abuse



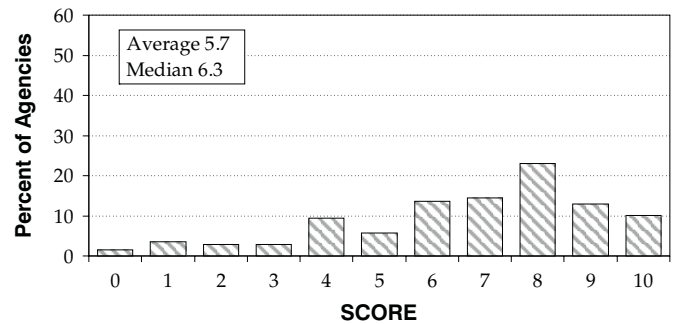
Provision of Basic Necessities



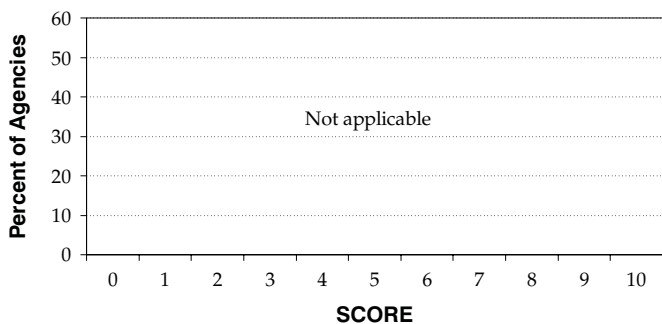
Services for People with Disabilities



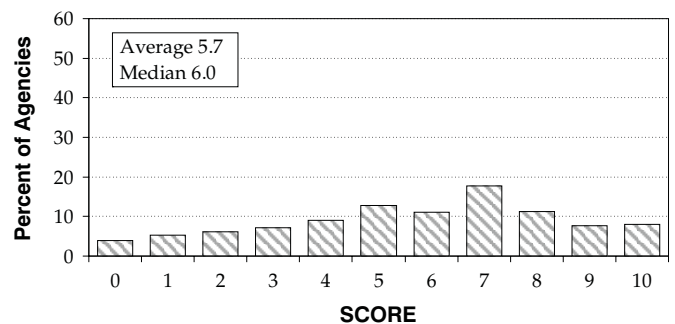
Services for Seniors



Traditional Education



ALL AGENCIES



Accessibility

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

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

This section asks several questions regarding accessibility to programs, including whether inqui-

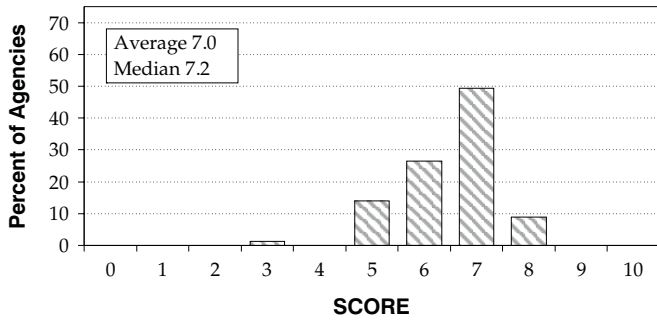
ries are made regarding the cause of the current circumstance, whether program use is monitored, and whether program access is restricted or prioritized according to need. All of the questions focus on the primary issue of whether or not the agency assesses need and then allocates resources accordingly.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

Analysis of Results

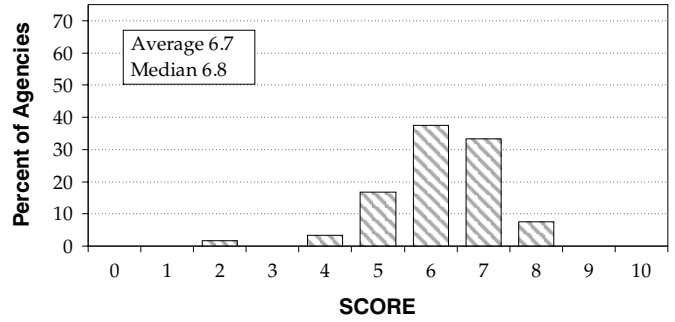
Maintaining accessibility and fulfilling needs in light of resource constraints is one of the greatest challenges facing the non-profit sector. The average and median scores for the six service categories that are evaluated on Accessibility range between 5.3 and 6.7. All categories contain agencies with scores of 9 and above, although Counselling Services had the lowest concentration of scores in this high range. The Services for People with Disabilities category had the highest concentration of agencies scoring a perfect 10, which indicates performance excellence. All service categories contain agencies that score below 5 for Accessibility, indicating room for improvement.

Overall Analysis

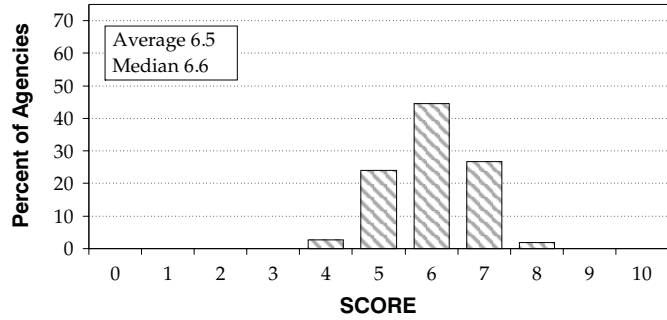
Alternative Education



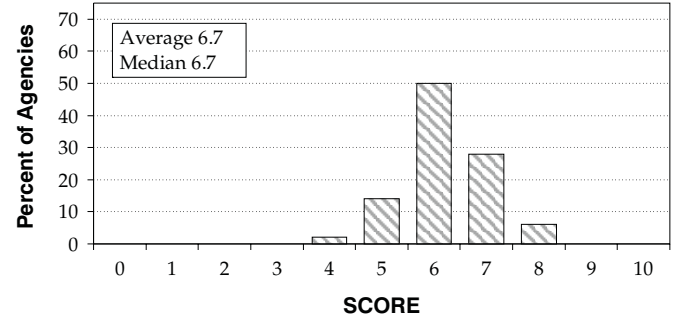
Child Care



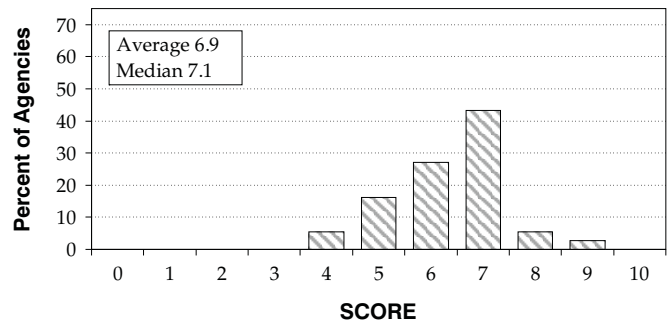
Counselling



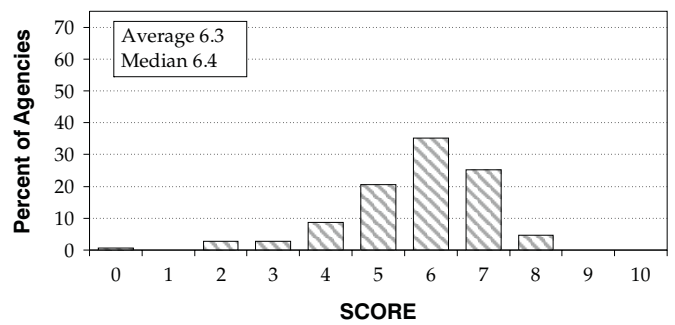
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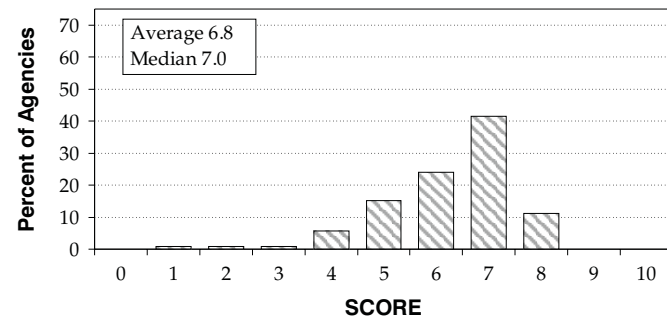
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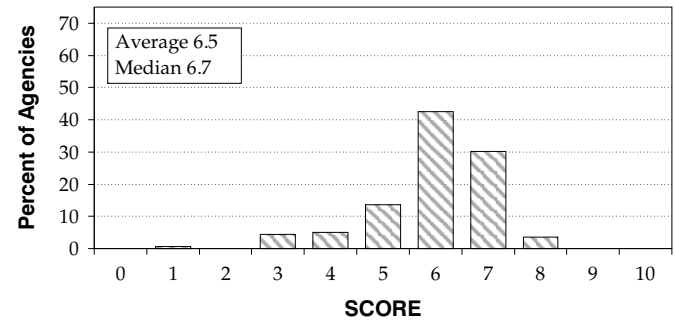
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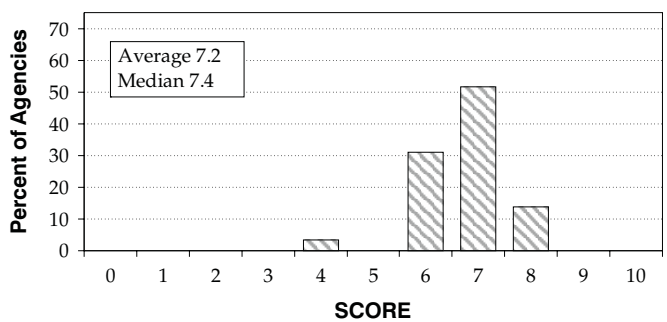
Services for People with Disabilities



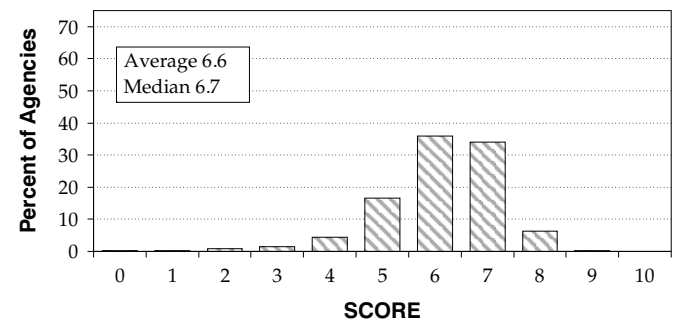
Services for Seniors



Traditional Education



ALL AGENCIES



Overall Analysis

Analysis of Results

Prior to discussing the overall or composite scores, it is instructive to summarize the scores achieved in the various performance areas. In the two financial criteria, Financial Management and Income Independence, the scores indicate a relatively high level of performance. Average and median scores are slightly higher in Income Independence, and are concentrated in the 6 to 8 range. In the Financial Management section most scores lie in the 4 to 6 range.

The majority of agencies performed very well in the Strategic Management and Board Governance areas, with at least three quarters of all agencies scoring in the 7 to 10 range in both performance areas. Nevertheless, more than twice as many agencies scored in the 9 to 10 range for Strategic Management as did for Board Governance. Most Board Governance scores were concentrated in the 7 to 9 range.

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

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

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

Scores in the Outcome Monitoring section are also quite strong, with half of all agencies scoring in the 8 to 10 range.

Agencies in the two Education categories and the Child Care category were not evaluated for Accessibility. Scores were relatively spread out across the remaining categories, with the largest concentration of Accessibility scores in the 5 to 8 range.

Overall, over two thirds of all agencies received scores of between 6 and 7. Agencies in all service categories agencies achieved strong performance scores of 8, although only a few organizations in the Prevention and Treatment of Substance Abuse category scored 9 or above. A very small number of agencies in the Provision of Basic Necessities, Services for People with Disabilities, and Services for Seniors categories scored less than 2, which indicates poor performance. Most agencies participating in the 2005 *Donner Canadian Foundation Awards* provided their respective services at a relatively high level of performance, but in almost all cases there is room for improvement.

Conclusion

The *Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services* represent an important step in objectively and quantitatively assessing the performance of non-profit organizations in effective program delivery. The Confidential Reports that all participating agencies receive are key to this unique performance evaluation system. In conjunction with the data provided in the 2005 *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.

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 Award evaluation questions can be downloaded from our website at www.fraserinstitute.ca/donner or email donnerawards@fraserinstitute.ca to receive a hard copy. The box below presents a checklist of questions to ask before you give, derived from the Donner Awards evaluation questions.

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

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

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Guidelines for Giving

Does the non-profit you are considering investing in:

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

Profiles in Non-Profit Excellence

In order to highlight organizations that have achieved outstanding results in the Donner Awards Program for more than one year, the first part of this profiles section features consistently high-performing agencies. The second part features the profiles of the 2005 finalist agencies. Appendix A lists contact information for all non-profit agencies that have been selected as Donner Awards finalists from 1998 to 2005.

Profiles of Consistently High-performing Agencies

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

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

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

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

Finalist in years 1998, 2000, 2001, 2002, 2003, 2004, 2005

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

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

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

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

Finalist in years 2002, 2003, 2004, 2005

Community Living Campbellford/Brighton was founded in 1960 by a parent who believed her daughter's disability should not preclude her from full participation in her community. Since opening the first school for intellectually disabled children in the county, the agency has grown to offer a range of support and services to children and adults with intellectual disabilities including: family home, community residences, supported independent living, school-to-work options, community-based options, respite for families, and two community resource centres.

Community Living Campbellford/Brighton has been recognized for their Family Home program, which offers a community-based alternative to high-cost, segregated housing models such as group homes and other institutional settings. To provide this program, the organization matches the skills and characteristics of volunteer home providers with the interests and needs of the people they will be supporting. Their emphasis on developing social capital for all citizens is resulting in increased self-reliance for people receiving services, their organization, and their community.

"One Customer at a Time" defines the approach to the delivery of services. In 1998 it began a "quality revolution" by putting a new emphasis on developing customized supports for the people it served. An internationally-recognized index of service-delivery measures was adopted. These "Personal Outcomes Measures" elicit the customer's priority outcome areas so the agency's resources can be realigned to respond effectively. Individuals the agency supports have received provincial awards of recognition for their leadership from respected leaders in Ontario. After becoming the first agency in Canada to receive a three-year Accreditation with Distinction from Accreditation Ontario in June of 2000, Community Living Campbellford/Brighton was recently awarded with an almost unprecedented second three-year Accreditation with Distinction.

*Cornwall Alternative School
(Regina, SK)*

Finalist in years 1998, 2000, 2002, 2003, 2004, 2005

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

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

All staff and students use a model of self-evaluation to rectify issues. The students know where they stand and what is expected of them. Low staff turnover also helps maintain consistency. Approximately 82 percent of the school's students are successfully reintegrated into the regular school system. These students may come with a history of failure, but they leave with the hope of success.

Crisis Intervention and Suicide Prevention Centre of BC
(Vancouver, BC)

Finalist in years 2000, 2002, 2003, 2005

The Crisis Intervention and Suicide Prevention Centre of BC is a volunteer-driven organization whose 260 intensively trained and experienced volunteers provide the front-line delivery of services, both as crisis intervention operators at their 24-hour call centre, and as facilitators in high-school classroom presentations. The primary function of their small team of 10 full-time and 8 part-time staff is to train and support the volunteers and ensure the continuation of these two vital programs.

This year, in response to low numbers of youth using the traditional telephone crisis service, the Centre developed and launched a one-of-a-kind web-based hotline (*www.YouthInBC.com*). This unique prototype has a free and confidential one-on-one chat function presently operating four hours a day, seven days a week. Within these limited hours and selective marketing strategies, they have received over 8,000 unique visitors with over 400 one-on-one chats and over 200 emails. Providing a new communication channel for youth who are more comfortable chatting online than on the phone, this innovation is a pertinent example of crisis centre staff responding to the changing needs of their community.

Thirty-six years of relevant volunteer management has resulted in the creation of a unique “army” of over 5,000 graduates—individuals who have been trained to be good listeners, with the skills and procedures (suicide risk assessment) needed to be successful in crisis intervention and suicide prevention. The Centre estimates that its volunteers deliver over \$3,00,000 worth of distress line services. In addition, the Centre’s Community Education Program volunteers deliver over \$1,000,000 in value of free high school suicide prevention workshops. Combined, this \$4,000,000 total represents the “social capital” of over 175,000 volunteer hours annually.

Hospice Saint John & Sussex Inc.
(Saint John, NB)

Finalist in years 2003, 2004, 2005

Hospice Saint John & Sussex was established in 1983 to provide free, non-medical programs and services to people living with a terminal illness and families coping with loss. Responding to societal needs, the Hospice recognizes that people living with advancing illness need access to experienced medical teams and programs that can control 95 to 98 percent of the pain and symptoms issues related to advanced disease. With a health care system under increasing pressure, the Hospice plays a significant role in helping people gain access to expert hospice palliative care professionals and programs in Saint John & Sussex. With over 90 percent of the needs of dying people and their families being psychological/spiritual and grief support, the Agency specializes in supporting these needs by offering free programs that provide comfort, support, and hope.

Trained and experienced Hospice volunteers work with the Hospice Palliative Care Team to relieve suffering and improve the quality of living and dying. The medical members of the Hospice’s team work hard to control pain and symptoms related to advanced illness and provide physical and emotional comfort. Others address the social, spiritual, and emotional needs that accompany the dying process. With a core staff of three and over 170 volunteers, Hospice Saint John & Sussex provides quality care to approximately 400 dying people and their families yearly. Volunteers allow the Agency to extend their budget and provide important services that otherwise would not be possible. In addition, their volunteers bring a community perspective and a wide range of skills and expertise, giving the Agency credibility with clients, donors, government and supporters. Hospice staff and volunteers help people live fully to the very end of life, with dignity and in comfort.

*Kids Come First Child Care Services
(Thornhill, ON)*

Finalist in years 2002, 2004

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

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

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

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

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

Finalist in years 1999, 2000, 2001, 2002, 2003, 2004, 2005

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

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

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

Sarnia-Lambton Rebound
(Sarnia, ON)

Finalist in years 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005

Sarnia-Lambton Rebound is a volunteer-based organization committed to young people at risk by encouraging youth to develop skills that promote a positive response to self, others, and community. Sarnia-Lambton Rebound is the only organization in its community that is used by police as a youth court diversion program as per the 1984 Young Offenders Act. The Rebound Youth Program teaches and reinforces social skills that enable young people to make sound decisions, set goals, and develop a sense of personal responsibility. To date, the program has been replicated by organizations in Kingston, Ontario (Youth Diversion Program), North Bay, Ontario (North Bay YMCA), and Coburg, Ontario (Rebound Youth Services Northumberland). Police records demonstrate that of the youth who participate in the Rebound Youth Program, 90 percent have no further contact with the police even five years after the program, while 98 percent of parents with children in the program report substantial improvements in family relations and communication, as well as decreased adverse conflict.

In response to community demand, the organization has extended its reach to serve youth experiencing difficulty in school and home, as well as youth that are committed to building their strengths to deal with an ever-changing world. The P.A.S.S. (Positive Alternative to Suspension from School) program provides an alternative to home suspension for young people in grades seven through ten. Students attend the program during the days of their suspension and are supported in their re-entry into regular classes. Schools in their community have come to rely on this program as an effective community partnership that supports the needs of students and youth experiencing behavioural difficulties at school.

Simon House Residence Society
(Calgary, AB)

Finalist in years 1998, 1999, 2002, 2003, 2004, 2005

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

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

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

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

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

Finalist in years 2001, 2002, 2003, 2004, 2005

Founded by volunteers in 1986, the mission statement of Sudbury Action Centre for Youth (SACY) is “to offer Sudbury’s youth a warm and safe place where they can access support and services.” The Centre began as a service assisting ex-offenders to find gainful employment and assume a normal and productive life within the community upon their release. In 1987, the centre expanded to assist young offenders and youth headed in the wrong direction. Soon it became as much a drop-in centre for youth as an employment service, and began to offer basic life skills and job readiness counselling.

Because of its non-judgmental and non-threatening environment, the centre was ideally suited for a risk reduction program. SACY’s harm reduction programs reach out to injection drug users who often do not use medical and social services. The programs provide education and support the reduction of incidence of HIV/AIDS and hepatitis in our community. SACY has also been instrumental in bringing methadone treatment, which has been proven to be effective in helping injection drug users, to Sudbury. Last year SACY reached 497 individuals suffering from addiction, provided 853 referrals for medical services, social services, counselling, testing and treatment for HIV/STDs, and detox/treatment for addictions, and assisted 139 individuals to gain access to addictions treatment programs.

SACY has been recognized for the POINT Needle Exchange Program and the Youth Mentoring Program, the latter of which provides young people with the opportunity to gain new skills through workshops facilitated by staff, volunteers, youth, and professionals from other agencies in the community. The philosophy of the program is that by training youth to help one another, they are also learning to help themselves.

*Vancouver Meals Society, dba A Loving Spoonful
(Vancouver, BC)*

Finalist in years 2003, 2005

The Vancouver Meals Society, better known as “A Loving Spoonful,” was born 16 years ago when a group of volunteers started providing meals to Vancouver’s first AIDS group home. Maintaining healthy nutrition levels is vital to the well being of people living with HIV/AIDS, as opportunistic infections associated with the illness often render a person unable to shop for, or prepare wholesome meals. The consequence is weight loss and increased risk of compromise to the immune system. The Vancouver Meals Society responds to this danger by providing the Chez What? Meal Delivery program. This program provides vital nutritional supports to 50 people living with HIV/AIDS who face the added disadvantage of being homeless and/or transients. Through this program, A Loving Spoonful has increased food security in a marginalized population in the poorest postal code in Canada.

One of A Loving Spoonful’s most recent innovations was to develop tools and training necessary to change its outcome focus from services *delivered* to services *consumed*. These tools help staff personalize menus, and allow their dietician to alert the Society to any new or changing health status of their clients. Continuous, regular, and structured contact with individual clients by volunteers and staff also improves client health outcomes. These outcomes are measured by recorded positive changes in weight, energy, mobility, activity, access to their services, and eventually self-reliance, from intake through the service contract. The average length of service has declined by 15 percent for A Loving Spoonful’s program participants in the last two years. This demonstrates that the organization’s programs are making a difference in clients’ abilities and skills to meet their own food security needs.

*YMCA of Sarnia Lambton
(Sarnia, ON)*

Finalist in years 2002, 2003, 2005

YMCA of Sarnia Lambton was founded in 1917 to provide opportunities for spiritual, mental, and physical development for youth and to bring them to a Christian way of life. YMCA of Sarnia Lambton has been recognized for their Learning Education and Parenting (LEAP) program, which teaches young parents under the age of 21 that they are important, and can become viable and productive members of their community in spite of the of the obstacles that initially seemed to confront them. By helping young parents earn a grade 12 education, find and maintain employment, and enhance their parenting skills, LEAP provides a path to a more healthy and productive life. Through careful outcome monitoring, YMCA of Sarnia Lambton knows that over this past year alone, 6 LEAP clients were awarded continuing education scholarships, 5 clients were invited to deliver presentations throughout the community, 1 client received a Volunteer of the Year award, and another had her poems published.

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

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

*York Region Abuse Program
(Newmarket, ON)*

Finalist in years 1998, 1999, 2000, 2004, 2005

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

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

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

2005 Donner Awards Program Finalists

ALTERNATIVE EDUCATION

Continuing On In Education (Belleville, ON)

Continuing On In Education was established 1986, to fill a gap in services available to help individuals over the age of 21, as well as adults with physical and/or developmental challenges, achieve literacy and numeracy. Continuing On In Education created and modified a learning environment to meet each individual's needs, backgrounds, and interests, and the organization continuously adapts to the students it serves. With the new skills and esteem they gain from Continuing On In Education, students graduate to new ventures including vocational and avocational programs, and employment.

Janus Academy Society (Calgary, AB)

The Janus Academy Society is being recognized for the Janus Academy School for Children with Autism. Established in 1996 to fill a gap in services available for children with autism and related disorders, the organization had grown to offer kindergarten, elementary, and middle school programs. Janus' innovative collaboration with an affiliated public elementary school helps to integrate autistic students with their local school and community. Individualized program plans addressing the special social, cognitive, and behavioural needs of each student give families hope that their children

can push back the boundaries imposed by autism and contribute to their family and community to the greatest extent possible.

Opportunity for Advancement (Toronto, ON)

Opportunity for Advancement (OFA) works with women in disadvantaged life situations. While poverty is an issue for almost all of the women with whom OFA works, other factors create additional barriers to well-being and equal participation in society, such as being a sole-support parent, an immigrant or woman of colour, being lesbian, being disabled or chronically ill, or having experienced violence. OFA is being recognized for its Women's Employment Development Program (WED), a 6-week job search, career assessment, training and education program designed to give women on social assistance the tools they need to make the successful transition from welfare to work and independence. More than 80 percent of participants have maintained their action plans over one year, upgrading their skills, moving into employment and economic self-sufficiency.

Sarnia Lambton Rebound (Sarnia, ON)

See under "Consistently High Performing Agencies"

BASIC NECESSITIES

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

The Calgary Inter-Faith Food Bank Society was established by a small group of volunteers in 1983 to provide support for families in their community who were struggling during the recession. Although they have grown to become the largest providers of emergency food resources in the city, they still depend on volunteers to take care of more than 90 percent of their daily operations. Last year more than 5,200 Calgarians contributed over 100,000 hours of time to the food bank.

Inner City Home of Sudbury (Sudbury, ON)

Inner City Home of Sudbury was opened by a local church that recognized the need for a place in the inner city where those in financial need and crisis could go to find someone to listen to their story, and find acceptance, warmth, and comfort during difficult times. While the Inner City's Food Bank is the drawing card that brings those in need to its doors seeking help, the organization also provides life skill courses and crisis counselling. Inner City now assists an average of 900 people a month, almost double the number served when it opened its doors almost two decades ago.

Vancouver Meals Society—A Loving Spoonful (Vancouver, BC)

See under "Consistently High Performing Agencies."

CHILD CARE SERVICES

Aleph-Bet Child Life Enrichment Program (Winnipeg, MB)

The Aleph-Bet Child Life Enrichment Program provides support and enrichment to children to prepare them for life in the Jewish and broader-based community. This strong emphasis on culture instills in the children a sense of pride and commitment to the Judaic heritage and religion. Strong volunteer involvement allows the children to receive more adult interaction and guidance while still displaying their independence. Aleph-Bet prides itself on the diversity of its program, which extends from the children the organization cares for, to the volunteers, many of whom have gone on to become staff over the years.

Big Brothers and Sisters Association of Peterborough (Peterborough, ON)

The Big Brothers and Sisters Association of Peterborough is the only child and youth-serving organization in the region to provide mentoring and activity programs for the community, serving over 4,000 at-risk kids since 1964. Over the past year alone, the organization has partnered with local school boards and local business to carry out an in-school mentoring program in 29 different schools. As one happy parent said, the mentoring program helps turns the lives of troubled children and youth around: "This agency has given my child a future!" Over the past 40 years, many of these childhood success stories have gone on to be mentors themselves.

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

The Boys and Girls Club of Niagara has been assisting children and youth in the Niagara area reach their potential for 45 years. The Boys and Girls Club of Niagara considers its staff and volunteers to be the backbone of the organization. Over 162 adult volunteers committed 4,900 hours to programs and fundraising events, while 83 youth from

local high schools dedicated 2,767 hours of volunteer service to the program last year. The Boys and Girls Club of Niagara is being recognized for their Kids First Day Care.

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

The Children's Garden Nursery School provides flexible, affordable, high quality child care in the small rural community of Pembroke, Ontario. As a co-operative nursery, Children's Garden Nursery believes in the importance of parental involvement in a child's first school experience. The nursery's unique multi-sensory Snoezelen room for children with special needs between the ages of 0-12 years provides an opportunity for children of various abilities to attend the school. This integrated approach presents a unique opportunity for mutual learning experiences—teachers, children, and parents learning together.

COUNSELLING SERVICES

Hospice Dufferin (Orangeville, ON)

Since 1984, Hospice Dufferin has connected its trained palliative care volunteers with over 320 individuals and families dealing with the stress of coping with a life-threatening illness in their community. Hospice Dufferin's Volunteer Visiting program provides relief for families charged with the primary care of dying loved ones, so they can take a break and attend to other responsibilities. Hospice Dufferin's team of 122 volunteers includes former clients, who bring a high level of "patient-focus" to their service provision. Hospice Dufferin considers volunteers the heart of the agency.

Sudbury Action Centre for Youth (Sudbury, ON)

The Sudbury Action Centre for Youth (SACY) was founded by volunteers in 1986 to help young offenders find gainful employment and assume a normal and productive life within the community upon their release. Today, it is as much a drop-in centre as an employment service, offering job readiness counselling and basic life skills through to such programs as the Peer Mentoring Program. The main purpose of the Peer Mentorship Program is to increase the number of out-of-the-mainstream youth who learn to care about themselves and other youth who are experiencing similar pressures. More than 300 active volunteers, approximately 80 percent of whom are current and past clients, help provide this and many other programs.

YMCA of Sarnia Lambton (Sarnia, ON)

See under "Consistently High Performing Agencies."

York Region Abuse Program (Newmarket, ON)

See under "Consistently High Performing Agencies."

CRISIS INTERVENTION

Crisis Intervention and Suicide Prevention Centre of BC (Vancouver, BC)

See under “Consistently High Performing Agencies.”

Distress Centre of Ottawa & Region (Ottawa, ON)

Established in 1969, the Distress Centre of Ottawa & Region was modelled after the Samaritan movement established in Great Britain in 1954 to answer calls from those reaching out for help. Today the Centre provides 24-hour-a-day, 7-day-a-week emotional and mental health support to individuals who are lonely, depressed, or considering suicide. The core of the organization is comprised of approximately 160 volunteers who receive 59 hours of pre-service training. The Centre has answered more than half a million cries for help in its 36 years of service to the community.

London Crisis Pregnancy Centre (London, ON)

Established in 1990, the London Crisis Pregnancy Centre offers a safe, non-judgmental environment to help clients in distress because of an unplanned pregnancy. The Centre’s mandate is to educate as a means of empowering individuals to be informed so that they do not make decisions they might regret in the future. While crisis intervention is the organization’s first priority, it aims to provide all ancillary services to facilitate a successful outcome. Building relationships with clients is important to the London Crisis Pregnancy Centre: the Centre measures its success by the long-term relationships that have been established between staff, volunteers, and clients.

Sarnia-Lambton Rebound (Sarnia, ON)

See under “Consistently High Performing Agencies.”

SERVICES FOR PEOPLE WITH DISABILITIES

Community Living Campbellford/Brighton (Campbellford, ON)

See under “Consistently High Performing Agencies.”

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

See under “Consistently High Performing Agencies.”

Pacific Assistance Dogs Society (Burnaby, BC)

Established in 1987, the Pacific Assistance Dogs Society (PADS) raises, trains, and places assistance dogs with individuals who have disabilities other than blindness. Service dogs aid people with physical disabilities by opening and closing doors, turning lights on and off, retrieving objects and telephones, and providing physical support. Hearing dogs alert their hard-of-hearing partner to important sounds both inside and outside the home. In addition, assistance dogs provide a sense of security and act as a social icebreaker for those who may otherwise feel marginalized by their disability. In the words of one recent client, “Before Leroy [my dog] came into my life I would avoid going out by myself. Now that I have Leroy not only has my independence increased, but I also believe that I can accomplish any goal that I set for myself.”

SERVICES FOR SENIORS

Alzheimer Society of Thunder Bay (Thunder Bay, ON)

See under “Consistently High Performing Agencies.”

Hospice Saint John & Sussex (Saint John, NB)

See under “Consistently High Performing Agencies.”

Hospice of Waterloo Region (Waterloo, ON)

Founded in 1993, the Hospice of Waterloo Region provides palliative care to those facing terminal illness. Its core service is to train and prepare client support volunteers, and match them with individuals of any age, with any terminal illness. These specially trained volunteers help people affected by terminal illness prepare for and cope with death by providing a compassionate presence, practical support, and education. Over the past year, the hospice’s Client Support Visiting Program has supported over 580 people through the use of 150 trained volunteers. These volunteers commit over

10,500 hours a year to the hospice’s clients, providing upwards of 4,000 individual support visits. The hospice’s response to community needs and vision for future excellence in service provision make them one of the best hospice organizations in the country.

VON Lanark, Leeds & Grenville (Brockville, ON)

VON Lanark, Leeds & Grenville was established in 1913 in response to community health and social needs. Although the VON provides primary health care and community services to all ages across the counties, the Community Home Support Services program delivers services to seniors who require assistance in order to remain in their homes as healthily and safely as possible. These services include Meals on Wheels, client intervention, essential transportation, friendly visiting, home help and repair. This service provision has made the VON an important part of the community. As one grateful client explains, “At the age of 83, my requirements are likely to increase and it is a comfort to know where I can turn—particularly since I have no relatives in Canada. I consider this agency my local ‘family’.”

PREVENTION & TREATMENT OF SUBSTANCE ABUSE

InnerVisions Recovery Society (Port Coquitlam, BC)

InnerVisions Recovery Society was founded as a men's drug and alcohol treatment Centre in 1991 to provide guidance, support, and care for all people affected by addiction. Its recovery programs are based on integrated, holistic approaches. InnerVisions caters to the client who has "fallen through the cracks," the individual who has failed short-term treatment, who has recently been diagnosed HIV-positive, or who needs more than outpatient care. InnerVisions believes that no one should be overlooked and that when the window of opportunity opens, an addict should have access to immediate assistance. As one former heroin addict, now re-united with his family and attending university, gratefully explains, "Today I am free. Without the help provided to me by the organization, I'd still be living in the confused quagmire that I was trapped in for so long."

Simon House Residence Society (Calgary, AB)

See under "Consistently High Performing Agencies."

Sudbury Action Centre for Youth (Sudbury, ON)

See under "Consistently High Performing Agencies."

TRADITIONAL EDUCATION

Cornwall Alternative School (Regina, SK)

See under "Consistently High Performing Agencies."

John Knox Christian School (Oakville, ON)

Founded in 1953, the John Knox Christian School (JKCS) is a parent-supported school offering affordable Christian education to families in the Oakville area. JKCS's primary mission is to equip children for service in God's world through a Christ-centred education, taught by a qualified, dedicated Christian staff. Parents and guardians, teachers, and supporters, drawn together from many churches, are committed to being involved in all aspects of the school. This includes sharing the financial responsibility for the school's operation and providing a multi-use facility as is necessary for JKCS's needs, growth, and excellence. The GIFTS program (Getting Involved For The Students) considers every parent to be a volunteer, and sets JKCS apart from many other traditional sources of education by creating community. The commitment to volunteerism in daily operations as well as management of the school creates an environment that results in an appealing educational home for both parents and children.

Penticton Community Christian School (Penticton, BC)

The Penticton Community Christian School first opened its doors in September 1988. Operating out of the education wing of the First Baptist Church in Penticton, BC, the school is an important part of the Penticton inter-denominational Christian community. The school provides parents with the opportunity to be involved in their child's education by volunteering in the classrooms, the offices, on a committee, or the board. The Penticton Community Christian School believes parents should know what their children are learning in school each day and who is teaching them, and maintains a strong partnership with the

home. Students appreciate the small class sizes that result in more teacher attention, and the opportunity to learn in an environment safe from peer pressures and bullying.

Sonrise Christian Academy (Picton, ON)

The Sonrise Christian Academy was founded in 1986 by members of the First Baptist Church in Picton, Ontario, with a goal to give parents an alternative form of education for their children and to

minister to the children of Prince Edward County. For two decades the school has been the beneficiary of several supportive denominations in the local Christian community. Being a parent-run school, tuition is a two-part obligation at Sonrise: time and money. Each parent is expected to uphold the academy spiritually and financially to the best of their ability. Working together with the family, Sonrise strives to meet the children's needs academically, spiritually, socially, and emotionally.

Appendix A: Awards Program Finalists by City, 1998-2005

Prov.	City	Organization	Web/Email	Address	Postal Code	Service Category(ies)	Category Award Recipient in ... in ...	Overall Award Recipient
AB	Calgary	Calgary Inter-Faith Food Bank Society	www.calgaryfoodbank.com	5000 11 St SE	T2H 2Y5	Basic Necessities	2004 (joint)	
	Calgary	Janus Academy Society	www.janusacademy.com	2223 Spiller Road SE	T2G 4G9	Alt. Ed.		
	Calgary	Multiple Sclerosis Society of Canada—Calgary Chapter	www.msocalgary.org	100 - 2421 37 Ave NE	T2E 6Y7	Disabilities	2000, 2001, 2004	2000, 2005 (joint)
	Calgary	Recovery Acres (Calgary) Society	www.recoveryacres.org	1835 27 Ave SW	T2T 1H2	Substance Abuse		
	Calgary	Simon House Residence Society	www.simonhouse.com	5807 Bowness Rd NW	T3B 0C5	Substance Abuse	1998, 2003, 2004, 2005	2004 (joint)
	Calgary	Wood's Homes	www.woods-homes.com	805 37 St NW	T2N 4N8	Substance Abuse	1999, 2001	
	Edmonton	Alberta Northern Lights Wheelchair Basketball Society	www.albertanorthern-lights.com	6792 99 St	T6E 5B8	Disability	1998	
	Edmonton	Canada Place Childcare Society	cpccs@crossroads.com	9700 Jasper Ave NW, Box 230	T5J 4C3	Child Care		
	Lethbridge	Society for Christian Education in Southern Alberta	www.christianed.ca	802 6 Ave N	T1H 0S1	Trad. Ed.		
BC	Burnaby	Pacific Assistance Dogs Society	www.padsdogs.org	9048 Stormont Avenue	V3N 4G6	Disability		
	New Westminster	Elizabeth Fry Society of Greater Vancouver	www.elizabethfry.com	402 Columbia St E, 4th Floor	V3L 3X1	Basic Necessities		
	New Westminster	Julien House Society	www.westminsterhouse.ca	120 - 720 Sixth St	V3L 3C5	Substance Abuse	2000	
	New Westminster	Last Door Recovery Centre	www.lastdoor.org	323 Eighth St	V3M 3R3	Substance Abuse		
	North Vancouver	Lynn Valley Parent Participation Preschool	www.lvpppp.org	3220 Mountain Highway	V7K 2H5	Trad. Ed.	2001	
	North Vancouver	Parkgate Community Services	www.myparkgate.com	3625 Banff Court	V7H 2Z8	Alt. Ed. and Seniors	2002	2003

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BC	Penticton	Penticton Community Christian School	www.pentictonchristian-school.ca	PO Box 910 3330 South Main St	V2A 6J9	Trad. Ed.		
	Port Coquitlam	InnerVisions Recovery Society	www.innervisionsrecovery.com	1937 Prairie Ave.	V3B 1V5	Substance Abuse		
	Vancouver	Boys' and Girls' Clubs of Greater Vancouver	www.bgc-gv.bc.ca	2875 St. George Street	V5T 3R8	Child Care		
	Vancouver	Crisis Intervention and Suicide Prevention Centre of BC	www.crisiscentre.bc.ca	763 East Broadway	V5T 1X8	Crisis	2003, 2005	
	Vancouver	Kitsilano Area Child Care Society		2041 West 6th Ave	V6J 1R8	Child Care	2000	
	Vancouver	Together We Can Drug and Alcohol Recovery and Education Society	www.tuwcanvancouver.org	2831 Kingsway	V5R 5H9	Counselling and Substance Abuse		
	Vancouver	Vancouver AIDS Society	www.aidsvancouver.org	1107 Seymour St	V6B 5S8	Basic Necessities	1999, 2001	
	Vancouver	Vancouver Meals Society (dba A Loving Spoonful)	www.alovingspoonful.org	100 - 1300 Richards St	V6B 3G6	Basic Necessities	2003, 2005	
	Vernon	Vernon & District Hospice Society	www.vernonhospice.ca	3506 27 Ave	V1T 1S4	Counselling	2000, 2001	
	Vernon	Vernon Disability Resource Centre	www.vdrc.ca	107 - 3402 27 Ave	V1T 1S1	Disability		
	Victoria	Big Brothers Big Sisters of Victoria	www.bbbsvictoria.com	230 Bay Street	V9A 3K5	Child Care	2001, 2003 (joint)	
MB	Neepawa	Canadian Porphyria Foundation, Inc.	www.cpf-inc.ca	487 Walker Ave., PO Box 1206	R0J 1H0	Counselling		
	Winnipeg	Aleph-Bet Child Life Enrichment Program Inc.	www.alephbetdaycare.com	1007 Sinclair St.	R2V 3J5	Child Care		
	Winnipeg	ALS Society of Manitoba	www.alsmb.ca	2109 Portage Ave	R3J 0L3	Basic Necessities		

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NB	Moncton	Moncton Crisis Pregnancy Centre, Inc.	www.pregnancysupport.ca	27 John Street	E1C 2G7	Alt. Ed. and Crisis		
	Saint John	Hospice Saint John & Sussex Inc.	www.hospicesj.com	400 University Ave. PO Box 2100 3B North SJRH	E2L 4L2	Seniors	2004, 2005	
NL	Corner Brook	Victorian Order of Nurses	voncornerbrook@nf.sympatico.ca	31 Wellington St	A2H 5H5	Disability and Seniors		
NS	Dartmouth	Alice Housing	www.alicehousing.ca	PO Box 333	B2Y 3Y5	Basic Necessities	2004 (joint)	
	Dartmouth	Dartmouth Literacy Network	www.dartmouthliteracy.net	7th Floor, Simpson Hall 300 Pleasant St., PO Box 1004,	B2Y 3S3	Education		
	Halifax	Canadian Mental Health Assoc—Halifax Branch	www.cmha.ca	216 - 2786 Agricola St	B3K 4E1	Disability		
	Halifax	Metro Food Bank Society	www.metrofoodbank.org	213 Bedford Hwy	B3M 2J9	Basic Necessities	2002	
ON	Ajax	Pickering Christian School	www.pickeringcs.on.ca	162 Rossland Rd E	L1T 4V2	Trad. Ed.		
	Belleville	Continuing On In Education	www.continuingonineducation.ca	118 Dundas St East	K8N 1C4	Alt. Ed.		
	Brockville	VON Lanark, Leeds & Grenville	www.von-bl@ripnet.com	12 - 333 California Ave Box 338	K6V 5V5	Seniors		
	Cambridge	Family Crisis Shelter	www.wesvov.org	PO Box 32008	N3H 5M2	Basic Necessities	1998	
	Campbellford	Community Living Campbellford/Brighton	www.communityliving-campbellford.com	99 Centre Street PO Box 414	K0L 1L0	Disability	2002, 2003, 2005	2003, 2005 (joint)
	Chatham	Chatham-Kent Family YMCA	www.ckymca.com	335 King St W	N7M 1G2	Child Care		
	Dundas	St Joseph's Villa	www.sjv.on.ca	56 Governor's Rd	L9H 5G7	Seniors	1999, 2000	1999
	Etobicoke	Dorothy Ley Hospice	www.dlhospice.org	3 - 170 Sherway Dr	M9C 1A6	Seniors	1998	

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ON	Etobicoke	Etobicoke Services for Seniors	www.ess.web.ca	1447 Royal York Road	M9P 3V8	Seniors	2002	
	Etobicoke	Willowridge Information and Recreation Centre	www.wirc.ca	44 Willowridge Road	M9R 3Z1	Child Care	1998	
	Fort Erie	Women's Addiction Recovery Mediation—W.A.R.M.	www.warminiagara.org	40 Jennet Street	L2A 4B9	Substance Abuse	2000	
	Kanata	Western Ottawa Community Resource Centre	www.community-resourcecentre.ca	2 MacNeil Crt	K2L 4H7	Alt. Ed., Child Care, Counselling and Trad. Ed.	2001	
	Kitchener	Big Brothers Big Sisters of Kitchener-Waterloo and Area	www.bbbskw.org	451 Ottawa St South	N2M 3P6	Crisis		
	Kitchener	Hospice of Waterloo Region	www.hospicewaterloo.ca	544 Park Street	N2G 1P1	Counselling and Seniors		
	Lindsay	Community Living Kawartha Lakes	www.communitylivingkl.ca	33 Lindsay St South	K9V 2L9	Disability		
	London	Boys' and Girls' Club of London	www.bgc london.ca	184 Horton St	N6B 1K8	Basic Necessities		
	London	Horton Street Seniors' Centre	mbgco1@rogers.com	184 Horton St E	N6B 1K8	Seniors		
	London	London Crisis Pregnancy Centre	www.webgate.net/~londoncpc	261 Piccadilly St	N6A 1S3	Crisis		
	London	London Parental Christian School Society	lpes@skynet.ca	202 Clarke Rd	N5W 5E4	Trad. Ed.		
	Mississauga	Foodpath (Interfaith Peel Association to Tackle Hunger)	foodpath.org	36 - 2550 Goldenridge Rd	L4X 2S3	Basic Necessities		
	Newmarket	York Region Abuse Program	www.yrap2.org	12 - 17705 Leslie St	L3Y 3E3	Alt. Ed. Counselling and Crisis	1999, 2000	

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ON	Niagara Falls	Boys and Girls Club of Niagara	boysgirlsclubniara@on.aibn.com	6681 Culp St	L2G 2C5	Child Care	2003 (joint)	
	Oakville	John Knox Christian School	www.jkcs-oakville.org	2232 Sheridan Garden Dr	L6J 7T1	Trad. Ed.	2005	
	Oakville	Women's Centre	www.haltorawomens-centre.org	210 - 1515 Rebecca St	L6L 5G8	Counselling		
	Orangeville	Hospice Dufferin	www.hospicedufferin.com	39 First Street	L9W 2E3	Counselling		
	Ottawa	Breast Cancer Action—Ottawa/Sensibilisation au Cancer du Sein—Ottawa	www.bcaott.ca	739A Ridgewood Ave. Riverside Mall	K1V 6M8	Counselling		
	Ottawa	Centre Youville Centre Ottawa-Carleton Inc.	www.youvillecentre.com	150 Mann Ave	K1N 8P4	Child Care	1999	
	Ottawa	Distress Centre of Ottawa & Region	www.dcoottawa.on.ca	PO Box 3457 Stn C	K1Y 4J6	Crisis		
	Pembroke	The Children's Garden Nursery School	childrensgarden@nrco.net	375 Doran Street	K8A 4N3	Child Care	2005	
	Peterborough	Big Brothers and Big Sisters Association of Peterborough Inc	www.bigbrothersand-sistersofpibo.com	483 George St South	K9J 3E6	Child Care		
	Picton	Sonrise Christian Academy	sonrise@on.aibn.com	58 Johnson St. PO Box 845	K0K 2T0	Trad. Ed.		
	Sarnia	Sarnia-Lambton Rebound	www.reboundonline.com	180 N College St	N7T 7X2	Crisis, Alt. Ed.	1998,1999, 2000, 2001, 2002, 2003, 2004, 2005	1998, 2000 (joint), 2004 (joint)
	Sarnia	YMCA of Sarnia Lambton	www.ymcasar.org	1015 Finch Drive	N7S 6G5	Counselling, Basic Needs, and Alt. Ed.	2002, 2003	
	Scarborough	Second Base (Scarborough) Youth Shelter	www.secondbaseyouth-shelter.org	702 Kennedy Rd	M1K 2B5	Basic Needs		

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ON	Scarborough	Yee Hong Centre for Geriatric Care	www.yeehong.com	2311 McNicoll Ave	M1V 5L3	Seniors		
	Simcoe	Norfolk Association for Community Living	www.nacl.ca	644 Ireland Road	N3Y 4K2	Disability	1999, 2001	
	St. Catharines	Niagara Regional Literacy Council	home.cogeco.net/~nrlc	3 Great Western Street	L2S 2K3	Alt. Ed.		
	Stittsville	Ottawa Waldorf School	www.waldorf.cyberus.ca	1 Goulbourn St	K2S 1N9	Education		
	Sudbury	Inner City Home of Sudbury	ichos@isy.s.ca	251 Elm St	P3C 1V5	Basic Necessities		
	Sudbury	Sudbury Action Centre for Youth	www.sacy.pro-fyle.com	105 Elm St	P3C 1T3	Substance Abuse and Counselling	2002, 2004, 2005	
	Thornhill	Kids Come First Child Care Services	kcf@kidscomefirstccc.ca	40 New Westminster Drive	L4J 7Z8	Child Care	2002, 2004	
	Thunder Bay	Alzheimer Society of Thunder Bay	www.alzheimerthunderbay.ca	310 - 180 Park Ave	P7B 6J4	Seniors	2001	2001
	Timmins	Multiple Sclerosis Society of Canada—Timmins Chapter	www.msociety.ca/chapters/timmins	4 - 210 Spruce Street South, PO Box 1101	P4N 7H9	Disability		
	Toronto	East York Learning Experience	http://eyle.toronto.on.ca	266 Donlands Ave	M4J 5B1	Education		
	Toronto	Evangel Hall	www.evangelhall.ca	PO Box 309 Strn B	M5T 2W2	Crisis, Education, and Basic Necessities		
	Toronto	Fife House Foundation Inc.	www.fifehouse.org	Floor 2 [ADDRESS INCOMPLETE]	M4Y 2J1	Basic Necessities	2000	
	Toronto	Girl Guides of Canada	www.girlguides.ca	50 Merton St	M4S 1A3	Child Care		
	Toronto	Mid-Toronto Community Services	www.midtoronto.com	192 Carlton St. 2nd Fl	M5A 2K8	Seniors		
	Toronto	National Council of Jewish Women of Canada, Toronto Section	www.ncjwcc-ts.org	4700 Bathurst St.	M2R 1W8	Seniors and Education		

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ON	Toronto	Opportunity for Advancement	www.ofacan.com	1095 Queen St West	M6J 1J1	Alt. Ed.		
	Toronto	Regent Park Focus Community Coalition Against Substance Abuse	www.catchdaflava.com	600 Dundas Street East Rear Basement	M5A 2B9	Substance Abuse		
	Toronto	Sunshine Centres for Seniors	www.sunshinecentres.com	117 Bloor Street East PO Box 849 Stn F	M4Y 2N7	Seniors		
	Toronto	Toronto Heschel School	www.torontoheschel.org	55 Yeomans Rd	M3H 3J7	Trad. Ed.		
	Toronto	YMCA of Greater Toronto, Family Resource Centre	www.ymcatoronto.org	42 Charles St E	M4Y 1T4	Substance Abuse		
	Trenton	Trenton Christian School Society	www.reach.net/~tcs	340 Second Dug Hill Rd., RR 4	K8V 5P7	Trad. Ed.		
	Windsor	Lakeview Montessori School	www.mmsi.net/~lakeview	13797 Riverside Dr E	N8N 1B5	Education		
QC	Kirkland	Big Brothers and Big Sisters of West Island	www.bbsoftwi.org	16647 Hymus Boulevard	H9H 4R9	Alt. Ed.	2004	
	Quebec	Fraser Recovery Program	frp@bellnet.ca	1124 - 1270 chemin Sainte-Foy	G1S 2M4	Substance Abuse		
SK	Moose Jaw	Southwest Day Care and Early Learning Centre Inc.	swdc_elc@lycos.com	504 4th Ave SW	S6H 5V7	Child Care		
	Regina	Cornwall Alternative School	emnice.ca@sasktel.net	40 Dixon Crescent	S4N 1V4	Trad. Ed.	1998, 2000, 2002, 2003, 2004	2002
	Regina	Regina Big Brothers Association	www.bigbrothersof-regina.com	452 Albert St N	S4R 3C1	Child Care		
	Saskatoon	Saskatchewan Abilities Council	www.abilitiescouncil.sk.ca	2310 Louise Ave	S7J 2C7	Disability		

Appendix B: Suggested Resources

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

Recommended Internet Resources

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

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

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

Other Directories

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

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

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

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

The Peter F. Drucker Foundation (US) has links to over 120 titles of interest in areas ranging from resource allocation, to strategic management, to staff and personnel issues, to effective organizational management. The links are available on the Internet at www.pfdf.org.

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

Recommended Publications

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

Board Governance

Bowen, William (1994). *Inside the Boardroom: Governance by Directors and Trustees*. New York: Wiley.

Carver, John (1997). *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*. San Francisco: Jossey-Bass.

Carver, John (1997). *Reinventing Your Board*. San Francisco: Jossey-Bass.

Herman, Robert D. (1991). *Executive Leadership in Nonprofit Organizations: New Strategies for Shaping Executive-Board Dynamics*. San Francisco: Jossey-Bass.

Houle, Cyril Orvin (1989). *Governing Boards: Their Nature and Nurture*. San Francisco: Jossey-Bass.

Council on Accreditation of Services for Families & Children (1991). *Standards for Agency Management and Service Delivery*. New York, NY: Council on Accreditation of Services for Families & Children.

Evaluation and Monitoring

Balfour, K. and V. Murray (1999). *Evaluating Performance Improvement in the Non-Profit Sector: Challenges and Opportunities*. Mississauga, Ontario: Altruvest Charitable Services. (Contact the authors at information@altruvest.com).

Connor, Anne (1993). *Monitoring & Evaluation Made Easy: A Handbook for Voluntary Organizations*. Edinburgh: HMSO.

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

Financial

American Institute of Philanthropy. *Charitable Rating Guide and Watchdog Report*. (Contact: 3450 North Lake Shore Drive, Ste. 2802E, PO Box 878460, Chicago, Ill, 60657).

Canadian Institute of Chartered Accountants (1993). *Audits of Non-Profit Organizations*. Toronto.

Fry, Robert P. (1998). *Nonprofit Investment Policies: Practical Steps for Growing Charitable Funds*. New York: Wiley.

Gross, Malvern and Richard Larkin, et al. (2000). *Financial and Accounting Guide for Not-for-Profit Organizations*. New York: Wiley.

McKinney, Jerome B. (1986). *Effective Financial Management in Public and Non-profit Agencies: A Practical and Integrative Approach*. New York: Quorum Books.

Schmaedick, Gerald L. (1993). *Cost-Effectiveness in the Nonprofit Sector: Methods and Examples from Leading Organizations*. Westport, Conn: Quorum Books.

Secretary of State of Canada (1986). *Financial and Accounting Guide for Non-Profit Organizations*. Ottawa: Supply and Services Canada.

Fundraising

Burlingame, Dwight and Lamont J. Hulse (1991). *Taking Fund Raising Seriously: Advancing the Profession and Practice of Raising Money*. San Francisco: Jossey-Bass.

Dees, Gregory, Jed Emerson, et al. (2001). *Enterprising Non-Profits: A Toolkit for Social Entrepreneurs*. San Francisco: Jossey-Bass.

Dove, Kent E. (1988). *Conducting A Successful Capital Campaign: A Comprehensive Fundraising Guide for Nonprofit Organizations*. San Francisco: Jossey-Bass.

- Greenfield, James M. (1991). *Fund-raising: Evaluating and Managing the Fund Development Process*. New York: Wiley.
- Hawkins, Derek James (1998). *1001 Fundraising Ideas & Strategies for Charity and Other Not-for-Profit Groups in Canada*. Markham, Ontario: Fitzhenry & Whiteside.
- Howe, Fisher (1991). *The Board Member's Guide to Fund Raising: What Every Trustee Needs to Know About Raising Money*. San Francisco: Jossey-Bass.
- Kelly, Kathleen S. (1998). *Effective Fund-Raising Management*. Mahwah, N.J.: Lawrence Erlbaum Assoc.
- Khalaf, Roula and William Heuslein (1992). *Evaluating Fundraising Efficiency*. Forbes.
- Lindahl, Wesley E. (1992). *Strategic Planning for Fund Raising: How to Bring in More Money Using Strategic Resource Allocation*. San Francisco: Jossey-Bass.
- Nichols, Judith E. (1999). *Transforming Fundraising: A Practical Guide to Evaluating and Strengthening Fundraising to Grow with Change*. San Francisco: Jossey-Bass.
- Nichols, Judith E. (1995). *Growing From Good To Great: Positioning Your Fund-Raising Efforts For Big Gains*. Chicago: Bonus Books.
- Weinstein, Stanley (1999). *The Complete Guide to Fund-Raising Management*. New York: Wiley.
- Wendroff, Alan (1999). *Special Events: Proven Strategies for Nonprofit Fundraising*. New York: Wiley.
- Wyman, Ken (1991). *Planning Successful Fund Raising Programs*. Toronto: Canadian Centre for Philanthropy.
- Giving and Volunteering**
- Arlett, Allan (1988). *Canada Gives: Trends and Attitudes Towards Charitable Giving and Voluntarism*. Toronto: Canadian Centre for Philanthropy.
- Lucaciu, Daniela (1992). *Charitable Donations*. Canadian Social Trends.
- McMichael, Paquita, et al. (1990). *Building Bridges Into Work: The Role of the Community Worker*. Essex: Longman, Harlow.
- National Commission on Philanthropy and Civic Renewal. *Giving Better, Giving Smarter: Renewing Philanthropy in America*. (Available on the Internet at http://pcr.hudson.org/index.cfm?fuseaction=book_giving)
- Silver, Nora (1989). *At the Heart: The New Volunteer Challenge to Community Agencies*. Pleasanton: Valley Volunteer Center.
- White, Douglas E. (1995). *The Art of Planned Giving: Understanding Donors and the Culture of Giving*. New York: Wiley.
- Innovation**
- Grace, Kay Sprinkel (1997). *Beyond Fund Raising: New Strategies for Nonprofit Innovation and Investment*. New York: Wiley.
- Hesselbein, Frances and Marshall Goldsmith (eds.) (1996). *The Leader of the Future*. New York: Wiley.
- Jick, Todd D. and Maury Peiperl (2002). *Managing Change: Cases and Concepts*, 2nd ed. McGraw-Hill/Irwin.
- Light, Paul Charles (1998). *Sustaining Innovation: Creating Nonprofit and Government Organizations That Innovate Naturally*. San Francisco: Jossey-Bass.
- Peters, Tom (1997). *The Circle of Innovation*. Knopf.
- Management**
- Billis, David and Margaret Harris (1996). *Voluntary Agencies: Challenges of Organization and Management*. Houndmills, Basingstoke, Hampshire: Macmillan.
- Connors, Tracy Daniel (ed.) (1999). *The Volunteer Management Handbook*. New York, NY: Wiley.
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- Murray, Shelagh (1991). *Recent Developments in Non-profit Management: A Selected Resource List for Nonprofit Executives*. Canadian Centre for Philanthropy.
- O'Neill, Michael (ed.) (1988). *Educating Managers of Nonprofit Organizations*. New York: Praeger.
- O'Toole, James (1996). *Leading Change: The Argument for Values-Based Leadership*. Ballantine Books.
- Marketing & Media**
- Brinckerhoff, Peter C. (1997). *Mission-Based Marketing: How Your Not-For-Profit Can Succeed in a More Competitive World*. Dillon, Colorado: Alpine Guild.
- Britt, Stuart Henderson and Harper W. Boyd, Jr. (1983). *Marketing Management and Administrative Action*, 5th ed. New York: McGraw-Hill.
- Hoare, Anthea (1990). *So You Have Been Asked To "Do a Newsletter": A Practical Guide to Newsletter Production for Non-Profit Organizations*. Aurora, Ont.: Johnstone Training and Consultation.
- Lauffer, Armand (1984). *Strategic Marketing for Not-for-Profit Organizations: Program and Resource Development*. New York: Free Press.
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- Lovelock, Christopher and Charles Weinberg (1984). *Marketing for Public and Nonprofit Managers*. New York, NY: Wiley. (2nd ed. San Francisco: The Scientific Press, 1989.)
- Montana, Patrick J., ed. (1978). *Marketing in Non-profit Organizations*. New York, NY: Amacon-American Mgmt. Assoc.
- Strategic Management**
- Brody, Ralph (2004). *Effectively Managing Human Service Organizations*, 3rd ed. Newbury Park, NY: Sage Publications.
- Galaskiewicz, Joseph (1998). *Nonprofit Organizations in an Age of Uncertainty: A Study of Organizational Change*. New York: A. de Gryter.
- Gruber, Murray L., ed. (1981). *Management Systems in the Human Services*. Philadelphia, PA: Temple University Press.
- Kluger, Miriam P. (1998). *Strategic Business Planning: Securing A Future for the Nonprofit Organization*. Washington, DC: CWLA Press.
- Nutt, Paul C. (1992). *Strategic Management of Public and Third Sector Organizations: A Handbook for Leaders*. San Francisco: Jossey-Bass Publishers.
- Siciliano, Julie (1993). *The Board's Role in the Strategic Management of Nonprofit Organizations: A Survey of Eastern U.S. & Canadian YMCA Organizations*. New York: Garland Publishers.
- Unterman, Israel (1984). *Strategic Management for Not-for-Profit Organizations: from Survival to Success*. New York: Praeger.

Appendix C: Technical Discussion of the Performance Scores

What the Graphs Show

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

In addition to the distribution of scores, the graphs also present supplementary statistical information. The charts specifically include the mean and the median scores. The mean (average score) and the median (middle score) are important to know as they indicate the central tendency for the performance of all the agencies.* That is, they indicate how the typical or average agency (mean) and the middle agency (median) in each category scored. Agencies can compare their own confidential report, which contains their individual scores, with the mean and the median in order to gauge their individual program's performance. Agencies that did not participate in the Awards Program can get their individual scores by completing the appropriate questionnaire and sending it to the 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 child care or crisis intervention, were compared with one another. In this way, agencies can view their relative performance to other, similar agencies.

Score Calculations Illustrated

An illustration may help you understand how the scores were calculated and thus how to interpret your agency's scores. Assume that there are six agencies in this hypothetical example, and that we are evaluating cost per program-hour. Table 3 summarizes the data for the six agencies. In this example, Agency D is the best performing agency at a cost of \$50 per hour of programming and therefore receives a score of 10. Agencies B and E are the lowest-ranked agencies at a cost of \$125 per hour of programming and receive a score of 0. The remain-

* An example illustrates the functional definition of these terms. Assume there are eleven scores as follows: 3, 4, 4, 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

ing agency scores are standardized to fall within the range of 0 to 10.

Two Special Cases: Staff and Volunteers

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

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

Performance is Relative

It is important to note that your agency is being assessed against other participating agencies, not the non-profit sector as a whole. The pool of applications, from which the data is taken, is subject to a self-selection bias. This occurs when agencies self-assess their own competitiveness and 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	8.0	3.4	3.1
Volunteers	0	7.5	3.0	2.7
Income Independence	0	10.0	6.9	7.4
Financial Management	1	8.7	6.3	6.5