

Decision/Direction Note
Department of Children, Seniors and Social Development

Title: 2023-24 Accessible Taxi Grant Program

Decision/Direction Required:

- To seek approval to award grant funding in the amount of \$25,000 each to Lewisporte Taxi 2012, located in Lewisporte, and Birch Hills Taxi., located in Bay Roberts, to assist with the delivery of accessible taxi service within the province.

Background and Current Status:

- The Accessible Taxi Grant Program provides grants up to a maximum of \$25,000 to individuals, companies and agencies that are able to deliver accessible taxi services within Newfoundland and Labrador. The total budget is \$50,000.
- Grants assist with costs of retrofitting a passenger taxi vehicle to meet taxi accessibility standards or to assist with the purchase of a new taxi vehicle that can accommodate passengers with mobility devices, such as wheelchairs and scooters. Accessible taxi services must give priority to persons with disabilities but may provide taxi services to all customers.
- Priority is given to applicants in areas with high need and without options of accessible taxi or accessible public transit services.
- Successful applicants are required to sign a contract committing to the following criteria for delivery of accessible taxi services:
 - Purchase a vehicle that has installed vehicle accessibility features compliant with CSA standards;
 - Provide an accessible taxi service, with priority given to persons using mobility devices, for a minimum of two years;
 - Maintain its license to provide taxi services and undergo inspections;
 - Obtain and maintain sufficient insurance;
 - Provide inclusive services and relevant training to drivers; and,
 - Track fares by classification (ratio of rides for persons with disabilities).
- Since the inception of the Program in 2015, a total of 18 grants have been awarded for accessible taxi services. The 2023-24 Accessible Taxi Grant Program received two applications:
 - Lewisporte Taxi 2012, Lewisporte.
 - Birch Hills Taxi, Bay Roberts.

Analysis:

- DPO reviewed the applications and completed a scoring matrix for each applicant. The scoring matrix provides a numerical score based on the application and information provided within.
- Lewisporte Taxi 2012 and Birch Hills Taxi met the requirements as outlined in the application. The completed evaluation matrix is attached in **Annex A**.

- Lewisporte Taxi 2012 previously received funding under the Accessible Taxi Grant Program in 2017-18 and 2019-20. Birch Hills Taxi was approved for funding in 2021-22 but withdrew their application because their vehicle did not meet the required standards.
- It is recommended that Lewisporte Taxi 2012 and Birch Hills Taxi each receive \$25,000 in funding to purchase or retrofit a vehicle for accessibility.

Name	Region	Reason	Amount
Lewisporte Taxi 2012	Lewisporte – Twillingate	Accessible taxi vehicle	\$25,000.00
Birch Hills Taxi	Harbour Grace – Port de Grave	Accessible taxi vehicle	\$25,000.00
Total			\$50,000.00

Alternatives:

Alternative 1: Approve funding for two grants in the amount of \$25,000 each to Lewisporte Taxi 2012, Lewisporte and Birch Hills Taxi, Bay Roberts. **(Recommended)**

Advantages:

- This would allow for the expansion and enhancement of accessible taxi services to the province.
- Aligns with Government's commitment to ensuring equitable access to services and opportunities for persons with disabilities.

Disadvantages:

- None identified.

Alternative 2: Do not approve funding for two grants in the amount of \$25,000 each to Lewisporte Taxi 2012, Lewisporte and Birch Hills Taxi, Bay Roberts. **(Not Recommended)**

Advantages:

- None identified.

Disadvantages:

- This would preclude businesses from providing accessible transportation.
- Does not align with Government's commitment to ensuring equitable access to services and opportunities for persons with disabilities.

Prepared/Approved by: B. Mouland/T. J. Murray/T. English/A. Doody
Ministerial Approval: Received by Hon. Paul A. Pike

March 14, 2024



MAR 14 2024

Annex A: Evaluation Matrix

Department of Children, Seniors and Social Development Disability Policy Office - Accessible Taxi Grant 2023-2024 Approval Matrix			
Reviewers: Brittany Moulard			
Date: February 27, 2024			
Review the proposal on the criteria below, using the following scale: Poor 0 - 1 - 2 - 3 - 4 - 5 Excellent			s.29(1)(a)
Criteria	Lewisporte Taxi	Birch Hills Taxi	Comments
Demonstrated insight and knowledge in providing taxi service			
Demonstrated training and experience in providing taxi service			
Demonstrated local demand for service			
Demonstrated capacity to deliver safe and respectful service			
Timeline of implementation of the service; implementation plan			
Commitment to provide service for minimum of 2 years			
Demonstrated capacity and commitment to provide accessible taxi service			
Demonstrated ability to provide 24 hour service			
Demonstrated ability to track fares by classification - persons with disabilities given priority			
Ability to purchase/retrofit vehicle to meet taxi accessibility standards			
Additional documents (letters of support, etc.)			
Overall application/proposal			
	Total /60		

Decision/Direction Note

Department of Children, Seniors and Social Development

Title: Accessibility Grant

Decision/Direction Required:

- To approve the re-alignment of the Capacity and Inclusion grants into one grant program, the Accessibility NL Grant.

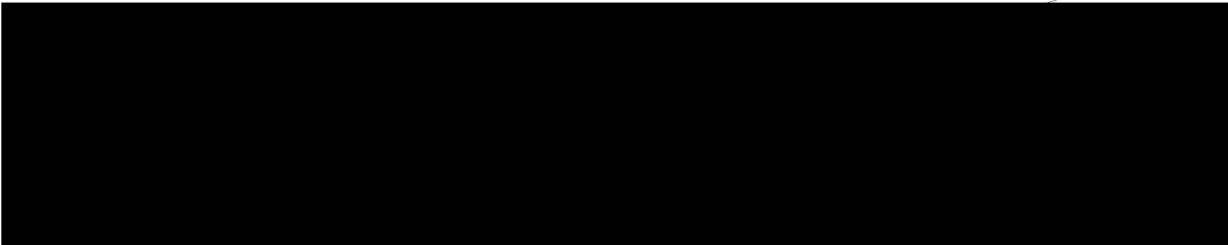
Background:

- The Capacity Grant Program supports initiatives that advance the inclusion and equality of persons with disabilities by supporting the Government’s five strategic directions to remove and prevent barriers to accessibility. The Program is open to non-profit, community-based organizations, as well as incorporated municipalities, including Indigenous community governments and organizations. Applicants can apply for a capacity grant of up to \$50,000.
- The Inclusion Grant Program provides grants to community-based organizations to increase accessibility of their facilities (e.g. ramps, automatic door openers - maximum grant of \$25,000) and events (e.g. disability-related accommodations, such as captioning, listening devices or American Sign Language interpretation - maximum grant of \$5,000).

Analysis:

- Disability Policy Office (DPO) is recommending changes to the Capacity and Inclusion grant programs to improve the effectiveness, efficiency, timeliness and equity of the overall delivery of grant programs. Feedback and input from grant applicants, grant review committees, and learnings from DPO staff inform the basis for these recommendations.

s. 29(1)(a)

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- The following table demonstrates the Accessibility Grant in comparison to the current grant programs and the rationale to re-align the grant programs. To review additional supporting documentation please refer to Annex A: Accessibility Grant Guidelines and Annex B: Accessibility Grant Application.

	Capacity Grant	Inclusion Grant	Accessibility Grant	Rationale
Purpose	Program name and purpose reflect capacity building and equitable participation of persons with disabilities. It supports the Government's five strategic directions to remove and prevent barriers to accessibility (build a positive image of disability; engage persons with disabilities in decision-making; increase access to disability-related supports; deliver services with dignity, fairness and support and increase accessibility in the built environment).	Program name and purpose reflect increasing accessibility for the inclusion of persons with disabilities in facilities and events.	Program name and purpose reflects improving accessibility and inclusion including communications, events, built environment, and implementing solutions to barriers through innovation.	The new grant aligns with the principles of the Accessibility Act and standard development; accessibility plans and Government's commitment to improve accessibility and inclusion.
Budget	Fiscal budget is \$250,000	Fiscal budget is \$75,000	Fiscal budget is \$325,000 50% of \$325,000 (\$162,000) allocated in Stream 1 (small to medium projects) and the remaining 50% allocated in Stream 2 (medium to larger projects).	Redistribution of inclusion and capacity budgets into one grant budget will potentially provide the opportunity to allocate funding more equitably.
Allocating Funding	Maximum funding amount for each project: \$50,000	Maximum funding amounts: \$25,000 for accessibility in facilities and maximum funding of \$5,000 for accessibility in events.	Stream 1 would have maximum funding amount of \$15,000 per project and stream 2 would have a maximum funding amount of \$25,000 per project.	This will potentially address identified issues on allowable grant amounts being misaligned with current economics.

	Capacity Grant	Inclusion Grant	Accessibility Grant	Rationale
Eligibility	Eligibility criteria include municipalities, community nonprofit organizations, and if proposed projects cover one or more five strategic directions to remove and prevent barriers to accessibility.	Eligibility criteria include nonprofit community organizations, indigenous groups, and score projects on the scope and level of impact of accessibility project.	Eligibility criteria includes: level of impact on accessibility; innovation in barrier removal and prevention: community nonprofit organizations, municipalities, indigenous organizations and governments; and organizations who require financial resources to improve accessibility.	<p>The new grant will provide clarity in the grant application guidelines and ensure fair and equitable screening process of eligible organizations, within current fiscal resources.</p> <p>The eligibility criteria related to innovation will enable a new focus on technological advancements in accessibility.</p>
Awarding Funding	Successful applicants awarded funding in full when contract signed. Organization required to submit a final report at the end of fiscal year.	Successful applicants awarded 80% of funding when approved and contract signed. The remaining 20% when final report submitted at the end of fiscal year.	Successful applicants will receive grant funding in full when contract signed and will be required to submit a final report at the end of fiscal year.	<p>The new grant will potentially improve efficiency with less staff resources to administer grant; improve timeliness of access to grant funding for applicants and potentially address the identified issue of the impact of project timeline extensions on fiscal budget.</p> <p>The approval of these extensions cause a reduction in available budget in the subsequent fiscal year(s).</p>

Alternatives:

- Approve the Accessibility NL Grant program. New re-alignment of grants, support the principles of the **Accessibility Act** and aligns with the Provincial Government’s commitment to improve accessibility and inclusion for persons with disabilities. **(Recommended)**

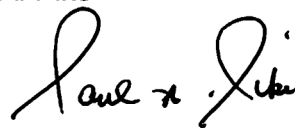
s. 29(1)(a)

- Do not approve the Accessibility NL Grant program.

(Not Recommended)

Prepared/Approved by: K. Davis/T.J. Murray/T. English/A. Doody
Ministerial Approval: Received by Hon. Paul A. Pike

February 20, 2024
 Annex A: Accessibility Grant Guidelines
 Annex B: Accessibility Grant Application



MAR 01 2024

Decision/Direction Note
Department of Children, Seniors and Social Development

Title: Changes to the Summer Camp Inclusion Grant Program

Decision/Direction Required:

- Approve the recommended changes for the Summer Camp Inclusion Grant Program to improve its effectiveness and efficiency.

Background and Current Status:

- The Summer Camp Inclusion Grant launched in 2023-24 and provides financial support for a support person to accommodate children with disabilities to attend summer camp. The grant aims to reduce or eliminate financial barriers in order to provide opportunities for children with disabilities to attend summer camp with their peers.
- Children with disabilities may face barriers when accessing events or activities and may require additional supports to participate in summer camp programs. Many children require a support person, such as an inclusion worker, ASL interpreter, or attendant, in order to participate in camp.
- A family may apply for a grant up to \$1,000 to help pay for a support person to allow their child to attend and participate in a summer camp. Organizations may also apply for grant funding up to \$5,000 to hire a support and/or inclusion worker to accommodate a child or children participating in their summer camp program. Income testing is not required, and completed applications are processed in the order they are received.
- Written confirmation from the camp is required to confirm that the program has availability and can accommodate the child's participation.
- This program was well received by the community in its first year, and the \$50,000 budget was exhausted. DPO compiled feedback to inform recommendations for policy revisions.

Analysis:

- Changes are required to ensure the effectiveness of the program, and to streamline the application process by clarifying the requirements.
- In 2023-24, for-profit, private businesses were eligible to apply for a grant. Going forward, they will not be eligible for funding. Eligible organizations should align with other CSSD grant programs, non-profit organizations and community organizations (e.g., churches, sport organizations).
- Many 2023-24 funding applicants and recipients indicated confusion regarding the application requirements. The application form and policy must be revised to clarify important requirements, including:
 - Costs eligible for funding – grants can be used toward the cost of hiring a support person, but not toward camp fees and travel expenses.
 - Applicants are responsible for identifying, hiring, paying their support person, and complying with any applicable legislative requirements.
 - Applicants must identify a support person before their application can be processed.

- Payments should be issued directly to the applicant (individual or organization) and not to the support person.
- To help inform future changes and ensure the grant is meeting its objectives, a feedback mechanism is necessary. An evaluation form will be drafted and sent to recipients to request feedback on the grant process.

Alternatives:

Alternative 1: Approve the recommended changes for the Summer Camp Inclusion Grant Program as outlined in Annex A. **(Recommended)**

- Assists children with disabilities and their families to participate in summer camp programs;
- Removes financial barriers to inclusion; and,
- Aligns with Government's commitment to enhancing accessibility and inclusion in the province.

Alternative 2: Do not approve the recommended changes for the Summer Camp Inclusion Grant Program as outlined in Annex A. **(Not Recommended)**

- Does not assist children with disabilities and their families to participate in summer camp programs;
- Does not remove financial barriers to inclusion; and,
- Does not align with Government's commitment to enhancing accessibility and inclusion in the province.

Prepared/Approved by: B. Moulard/T. J. Murray/T. English/A. Doody
Ministerial Approval: Received by Hon. Paul A. Pike

March 19, 2024



MAR 22 2024

Decision/Direction Note
Department of Children Seniors and Social Development

Title: Food First NL Funding: Food Delivery Service

Decision/Direction Required:

- Whether to approve one-time funding of \$43,830 for Food First NL (FFNL) to assist with the acquisition of a vehicle to support mobile market and food delivery operations in St. John's

Background and Current Status:

- In November 2020, given the inability of many people to get to food banks or food programs during the pandemic, FFNL contracted the Local Wellness Collective (LWC) to provide food delivery services for the Community Food Helpline. This included the delivery of gift cards and hampers from local food programs.
- FFNL funded this service using grant funding from both the federal and provincial governments. When pandemic-related funding ended in March 2023, as well as closing the Community Food Helpline, FFNL ended its delivery contract with the LWC. Community organizations said this left a gap for service users who could not physically get to a food program.
- Most individual food programs are too small to support a dedicated delivery service, but collectively, there is a high volume of deliveries, particularly within metro St. John's. LWC completed 2756 deliveries in 2021 and 3753 in 2022.
- Community partners have identified many barriers to the emergency food system, including mobility challenges, lack of suitable or affordable transportation, cost of living and inflation, mental health issues such as anxiety and fear of being judged. Work schedules conflicting with the hours food programs are open: childcare, family commitments and domestic violence are also reasons individuals may not be able to access a food bank in the traditional way.
- On June 14, 2023, FFNL released a report, **Rethinking Food Charity in Newfoundland and Labrador: Results, Reflections, and Recommendations 2022–23**. The report makes recommendations for the Provincial Government, system-level organizations and the food charity sector in order to envision a new model for food charity and address food insecurity. One recommendation is to support the immediate establishment of a shared delivery service.
- The LWC sent a budget request to CSSD, requesting \$192,000 to resume delivery services. Review of the **Rethinking Food Charity** report and discussions with Food First NL, led to this alternative, more sustainable approach being developed.

Analysis:

- Food First NL (FFNL) proposes to purchase an electric delivery vehicle to support the operations of "Food on the Move", a mobile affordable food market and social space in neighborhoods across St. John's. The vehicle will be used to offer this program in neighborhoods with significant socio-economic barriers to food, including low income and a lack of transportation. The vehicle will be offered during other hours to community partner agencies at no cost to support food delivery services.

- Local food banks continue to highlight the high usage of food banks and some have highlighted the gap in delivery services since the LWC ended their deliveries. FFNL is seeking this one-time funding for the purchase of a vehicle to support access to food hampers for low to moderate-income individuals and families through both the delivery of food hampers and “Food on the Move”.
- The total quoted cost for an (in-stock) Ford E-Transit electric delivery van is \$93,830 all-in (including HST). FFNL has applied for a City of St. John's Capital Grant for \$50,000 to support this purchase and is seeking \$43,830 from Children, Seniors and Social Development (CSSD). FFNL would source funds for the charging infrastructure from their core funds. The municipal grant decision is expected in March 2024 and CSSD funding would help leverage approval. There is no request for on-going funding.
- When not in use for “Food on the Move”, FFNL will offer the vehicle to community partner agencies at no cost to support food delivery services. They will ask that partners pay to add their staff or volunteers to the insurance policy, but otherwise usage would be free. This would provide a shared platform for community agencies looking to offer delivery at a much lower cost than paying mileage for staff or volunteers. With this in mind, FFNL would not affix any permanent branding to the vehicle, allowing it to function relatively anonymously when needed.
- This amount of funding is much lower than what was requested by the LWC, while still being responsive to the request and recommendation for food delivery service.

Alternatives:

Alternative 1: Provide \$43,830 in one-time funding to FFNL (Recommended).

Advantages:

- A dedicated vehicle is essential to sustain and expand the scope of FFNL's “Food on the Move”.
- The choice of an electric vehicle demonstrates the forward-thinking long-term needs of the project to minimize environmental impact and operational costs.
- Will provide a longer-term solution to the issue of food delivery to those in need.
- Will help to fill the gap in delivery services left with the discontinuation of the Local Wellness Collective and Community Food Helpline.
- Is responsive to the request for reinstated food delivery service.
- Will respond to what was heard in consultations on the Social Well-being Plan.

Disadvantages:

- Expenditure of \$43,830.

Alternative 2: Do not distribute funding as outlined.

Advantages:

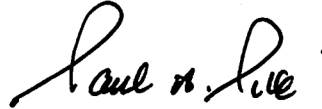
- Savings of \$43,830.

Disadvantages:

- The lack of food delivery will remain an issue for those in need in NL.
- Food banks will continue to have difficulty servicing clients that could not get to physical locations.

Prepared/Approved by: R. Piccott /R. Ryan/A. Gogan/A. Doody
Ministerial Approval: Received by Hon. Paul A. Pike

March 6, 2024

A handwritten signature in black ink that reads "Paul A. Pike". The signature is written in a cursive style with a large initial 'P'.

MAR 13 2024

Decision/Direction Note
Department of Children Seniors and Social Development

Title: Funding Friendship Circle NL

Decision/Direction Required:

- Whether to approve one-time funding of \$5,000 for Friendship Circle NL, a charity for children and young people with special needs.

Background and Current Status:

- Friendship Circle International is a charity for children and young people with special needs. The organization is run by the Chabad Hasidic movement. The organization pairs high school student volunteers with children with special needs.
- Friendship Circle chapters in local communities create meaningful relationships and friendships between teen volunteers and children with special needs. Friendship Circle International has more than eighty regional chapters around the world.
- Rabbi Chanan and Tuba Chernitsky of Chabad NL have set out to bring Friendship Circle to the disability community. The initiative is open to everyone and due to the diversity of the Friendship Circle, there are no religious teachings, activities or celebrations at Friendship Circle NL events.
- Friendship Circle Community Events (Monthly Events). This local initiative involves ongoing inclusive monthly group events for special needs children of ages 4-21 and their families. These events occur once per month at different venues, often including activities such as bowling, painting parties or drum circles. These events fill an important gap in the community, by:
 - Providing special needs children and their families opportunities to relax and have fun, offering a moment of relief to these often-overextended families.
 - Fostering social support networks for families with special needs children.
 - Offering special needs children an opportunity to interact with others in the community, fostering a sense of belonging and inclusion.
 - Nurturing youth leadership opportunities.
- Postcards from Pals: This special project provides children and youth with disabilities with one letter each month from one of our volunteers. This project is especially meaningful to our members in rural areas who have limited access to accessible social opportunities.
- Friends @ Home (Home Visitation). This program fosters inclusive opportunities for special needs children to develop friendships with youth volunteers from the community. Each special needs child is paired with two youth volunteers for one-hour weekly visits, where they can spend time together, have fun, and develop authentic friendships. This program fills an important gap in the community by:
 - Providing special needs children with opportunities and skills to make friends in a supportive and inclusive way.
 - Offering relief to overextended families and providing special needs children with weekly opportunities to relax, socialize, and have fun.
 - Creating opportunities for local youth to volunteer and be involved in their communities and fostering youth leadership skills.

Analysis:

- Friendship Circle received \$10,000 from CSSD's Grants to Youth Organizations in 2022. They applied for funding again in 2023 and while they project was recommendable, it was not successful, due to the demand on the program.
- Friendship Circle NL seeks funding to continue to support community activities to children with disabilities and to improve the sense of belonging and inclusion amongst those groups.

Alternatives:

Alternative #1: Provide \$5,000 in one-time funding to Friendship Circle NL (Recommended).

Advantages:

- Funding an organization representing an underrepresented group (children with disabilities).
- Will help to fill the gap in services left by this organization's not being successful in the Grants for Youth Organizations program.
- Will aide in building meaningful relationships and inclusive activities to young persons with disabilities and their families.
- Will respond to what was heard in consultations on the Social Well-being Plan.

Disadvantages:

- Expenditure of \$5,000.

Alternative #2: Do not provide funding as outlined.

Advantages:

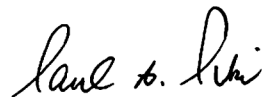
- Savings of \$5,000.

Disadvantages:

- Loss of opportunity to support inclusion of children with disabilities in community programming and services.

Prepared/Approved by: R. Piccott /R. Ryan/A. Gogan/A. Doody
Ministerial Approval: Received by Hon. Paul A. Pike

March 4, 2024



MAR 07 2024

Decision/Direction Note
Department of Children Seniors and Social Development

Title: Community Youth Network Review and Funding

Decision/Direction Required:

1. Whether to accept the recommendations of Deloitte's Review and Evaluation of the community youth network; and
2. Whether to increase the Community Youth Network (CYN) annual operational funding as outlined in Annex A to:
 - Provide sufficient funding to encourage raising Executive Director/equivalent's (EDs) salaries to a minimum of approximately \$24 per hour where applicable; and
 - Provide a 5% increase in core funding to all locations.
- It is recommended that the Children, Seniors and Social Development (CSSD) accept Deloitte's recommendations (Annex B) and enter discussions with the CYNs on wages and other operational expenses to achieve these annual funding increases for 2024-25 fiscal year.

Background and Current Status:

- There are 27 CYN boards operating 34 CYN sites across the province, providing programs and supports directly to youth. CYNs focus on improving youth well-being, preparing youth for adulthood, and working with young people to find services and programs that may help them. The CYN works to provide programming and supports to youth at risk of poor outcomes and / or living in low income.
- The CYN currently receives \$2,542,200 annually in operational funding from the Department (Annex A.) There was a 12% reduction in funding in 2013 and there have been no increases since that time. CPI has increased by 29% in this period.
- Responsibility for the CYN transferred to CSSD in Spring 2021. Executive Directors and equivalents (EDs) of the CYN locations have consistently requested increased annual funding to meet costs associated with wage increases. They also report that costs of rent, heat/light and supplies have increased since the funding amounts were established over the last 20 years, and they have had to reduce program offerings and staffing hours in some instances to remain within the budget. Operational funding amounts are historic, and vary, ranging from \$51,600 to \$279,890 annually.
- CSSD secured Deloitte in Fall 2023 to conduct an analysis of the CYN and make recommendations on programming and funding. A summary of the final report and recommendations is available in Annex B.

Analysis:

- Most of the recommendations in the report can be carried out through policy and process review and development by the Division of Social and Economic Well-Being in partnership with the CYN.

- In addition to policy and process issues, Deloitte found; “Funding remains the most significant barrier to the CYN. Stagnant funding levels have caused a severe reduction in the ability of the CYN to fully meet the needs of their communities and young people.”
- As such, CSSD staff recommend an increase in annual funding to the CYN to be achieved in two steps:
 - 1.) An immediate increase of approximately 5% to the operational funding amounts, for an additional approximately \$127,000 annually. This will mean an increase in funding for each location ranging from approximately \$2,580 to \$13,995 annually. (Proposed new amounts are outlined in Annex A.)
 - 2.) Work with CYNs individually in Q1 of 2024-25 to raise the ED salary floor to \$24/hr where applicable and/or raise the salary floor of support staff where applicable. Costs to cover wage increases for EDs are anticipated to be approximately \$128,000.
- Deloitte also specifically noted; “Underfunding has resulted in staff compensation and benefits falling below the social sector and provincial minimal rates as identified by the Government of Canada’s Job Bank.” As such, Deloitte made recommendation E1 in its report, to “Explore standardized salary and benefits packages for Executive Directors and support staff,” specifically to “Explore a salary floor that all CYNs adhere to in accordance with the salary averages found in Newfoundland and Labrador and across Canada.”
- Deloitte provided further advice on this point, advising that \$24 to \$25 per hour would be an appropriate minimum hourly wage for EDs based on wages for community and social sector workers, and introductory wages of Early Childhood Educators (ECEs). Only four of the EDs who reported wages earn more than \$24 per hour. The remaining salaries range from \$16.00 to \$23.90.
- Providing additional funding to ensure \$24.00 per hour for EDs would increase the total CYN budget by approximately \$128,000. Additional amounts will need to be calculated with each location to cover the increase in MERCs associated with the increase in wages. Canada Revenue Agency states that MERCs vary by organization, but average 10-20 %. It is anticipated CYNs can cover the increase in MERCs from the recommended 5% operational increase.
- If approved, CSSD Staff will enter immediate discussions to provide funding to raise staff wages as appropriate, including to \$24/hour for Executive Directors where applicable. The amounts it will take to get staff wages up to the new wage floors will then be added to their annual operational funding.
- Some CYNs are paying high costs in rent. The location in Springdale is paying \$42,800 per year, and the location in Bonavista is paying \$35,500 per year, which is more than 54% of its annual CSSD grant. The department will work with CYNs, municipalities, and local officials to mitigate high rental costs, where possible.
- Deloitte recommendations to increase training opportunities and broaden the age range served can be implemented within existing resources with support of CSSD staff. Other recommendations including establishing store front operations where they do not exist, increasing the provision of transportation for youth and having standardized benefits packages would require a greater increase in funding beyond that proposed for 2024-25.

The 2024-205 investment allows the most critical issues to be addressed and will bring greater stability to the CYN.

- Minister Pike met with CYN EDs in December 2023 and committed to review their funding and to share the Deloitte report with them.

Alternatives:

1. **Accept the Deloitte report recommendations as outlined in Annex B; and increase CYN annual funding to create salary floors and increase current operational funding by 5%. (Recommended)**

Advantages

- Will meet the recommendations of the Deloitte report.
- Will ensure ED positions have competitive community sector salaries.
- Will illustrate government's support of EDs and their roles in the community.
- Will help ensure CYNs continue to serve youth appropriately.
- Will meet CSSD's commitment to supporting the CYNs.
- Will illustrate that the Minister responsible for the Community Sector is cognizant of, and working to address, the challenges facing the sector.
- Will ensure the CYNs feel supported to make other changes as outlined in the Deloitte report.

Disadvantages

- CSSD will spend approximately \$256,000 additionally in CYN annual funding.
- EDs with support staff (approximately 12 locations) may expect a salary increase for staff as well.
- There may be criticism that the funding increase is not large enough to implement all recommendations.

2. **Do not increase CYN annual funding. (Not recommended)**

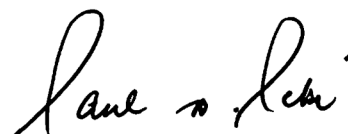
Advantages: None.

Disadvantages

- Stagnant funding will continue as a barrier for the CYN, reducing its ability to fully meet the needs of their communities and young people.
- CYN staff may become disengaged with the department and unable to make other changes as recommended in the Deloitte report.
- The Minister and department will be seen to disregard the concerns of the CYN.
- The future of the CYN will be less certain as recruitment and retention challenges will likely become worse.

Prepared/Approved by: E. Timmins/R. Ryan/A. Gogan/A. Doody
Ministerial Approval: Received from Hon. Paul A. Pike

March 14, 2024



MAR 27 2024

Annex A – Funding Synopsis

Community Youth Network Name	Base Amount for Core Funding	Additional Cost of ED @ \$24/hr (A)	Additional Cost of 5% Increase to Core Funding (B)	Total Proposed Additional Funding (A)+(B)	New Total Core Funding Provided
Cartwright Community Youth Network / Eagle River Development Association	\$51,670	\$14,560	\$2,584	\$17,144	\$68,814
Happy Valley-Goose Bay Community Youth Network	\$51,600	\$0	\$2,580	\$2,580	\$54,180
Hopedale Community Youth Network / Town Council of Hopedale	\$51,600	\$4,014	\$2,580	\$6,594	\$58,194
Nain Community Youth Network / Nain Inuit Community Government	\$51,600	\$4,004	\$2,580	\$6,584	\$58,184
Sheshatshiu Community Youth Network / Innu First Nation	\$51,600	\$9,920	\$2,580	\$12,500	\$64,100
Southern Labrador / Straits of Belle Isle Community Youth Network	\$279,890	\$5,170	\$13,995	\$19,165	\$299,055
Plum Point Community Youth Network Community Education Network / St. Barb's Development Association	\$65,000	\$2,017	\$3,250	\$5,267	\$70,267
St. Anthony Community Youth Network / St. Anthony Boys and Girls Club	\$65,000	\$216	\$3,250	\$3,466	\$68,466
Community Youth Network Corner Brook & Bay of Island YMCA Site Inc.	\$117,000	\$10,338	\$5,850	\$16,188	\$133,188
Stephenville Community Youth Network / Community Education Network	\$190,362	\$0	\$9,518	\$9,518	\$199,880
Port aux Basques Community Youth Network / Rec House	\$65,000	\$0	\$3,250	\$3,250	\$68,250
Baie Verte Community Youth Network / Advocate Youth Services	\$65,000	\$15,233	\$3,250	\$18,483	\$83,483
Botwood Community Youth Network / Boys and Girls Club	\$88,500	\$5,928	\$4,425	\$10,353	\$98,853
Grand Falls-Windsor Community Youth Network / Youth 2000 (Y2C)	\$65,000	\$208	\$3,250	\$3,458	\$68,458
Harbour Breton Community Youth Network	\$132,830	\$8,133	\$6,642	\$14,774	\$147,604
Springdale Community Youth Network Green Bay Youth Centre Inc./IceCap Centre	\$149,433	\$1,794	\$7,472	\$9,266	\$158,699
St. Alban's Community Youth Network / Bay D'Espoir	\$65,000	\$11,830	\$3,250	\$15,080	\$80,080
Gander Community Youth Network/ Open Door	\$65,000	\$4,920	\$3,250	\$8,170	\$73,170
Isles of Notre Dame Community Youth Network (Summerford)	\$65,000	\$652	\$3,250	\$3,902	\$68,902
Bonavista Community Youth Network / Baynet	\$65,000	\$2,418	\$3,250	\$5,668	\$70,668
Clarenville and Area Community Youth / Youthtube	\$70,940	\$9,750	\$3,547	\$13,297	\$84,237
Grand Bank Community Youth Center / Main Street Youth Centre	\$68,200	\$6,917	\$3,410	\$10,327	\$78,527
St. Lawrence Community Youth Network	\$65,000	\$565	\$3,250	\$3,816	\$68,816
Placentia/P4 Youth Centre Inc.	\$65,000	\$4,680	\$3,250	\$7,930	\$72,930
Harbour Grace Community Youth / The SPLASH Centre	\$177,330	\$4,805	\$8,867	\$13,671	\$191,001
St. John's Community Youth Network / Thrive	\$229,645	\$0	\$11,482	\$11,482	\$241,127
Southern Avalon Community Youth Network (Cape Broyle)	\$65,000	\$357	\$3,250	\$3,607	\$68,607
Total Budget	\$2,542,200	\$128,429	\$127,110	\$255,539	\$2,797,739

Annex B

Summary of Deloitte's Evaluation of the Community Youth Network – January 2024

Broadly, Deloitte found that the strength of the CYN is its grassroots approach, its flexibility to respond to community needs, and its ability to create a safe space for youth. As well, CYNs have moved beyond their original mandates and target clients and are catering to all youth and their communities as a whole. CYNs face challenges with appropriate board governance, and are under significant budget constraints, affecting their ability to hire and retain staff, and provide services and programs to youth.

Findings include:

- Stagnant funding remains the most significant barrier to the CYN, causing a severe reduction in the ability of the CYN to fully meet the needs of their communities and young people.
- Underfunding has resulted in staff compensation and benefits falling below the social sector and provincial minimal rates. Only one CYN location meets the provincial compensation average for social services roles (St. John's, Thrive).
- A lack of funding has made it difficult for some CYNs to hire and retain qualified support staff, leading to high staff turnover rates and a lack of training. Understaffing also results in gaps in service delivery and risks for succession planning.
- CYNs have broadened their perspective of at-risk youth beyond socioeconomic factors to include mental health concerns and other forms of marginalization. Their perspective is that all youth can be considered at-risk.
- The vast majority of CYNs cater to youth outside of the 12 to 18 age range, which remains their priority target group.
- Some governing boards are challenged in their ability to support CYN staff, being limited by the lack of professional and governance skills and capacity constraints as volunteers and un-paid board members.
- Schools and municipalities are valuable partners, but this requires buy-in from each community, and can limit CYNs flexibility in programming.
- While all CYNs offer support and recreational services to youth, not all provide educational and employment support programming.
- There could be opportunities to partner with umbrella organizations such as the YMCA, BGC (formerly Boys and Girls Clubs) and ABC Life Literacy.

Recommendations:

Area / Recommendation	
Mandate, Objectives and Clients	
A1	<p>Reframe the Network mandate using strength-based language</p> <p>Details:</p> <ul style="list-style-type: none"> • Adopt strength-based language that sets clear expectations of the CYN's goals. For example: <ul style="list-style-type: none"> ○ CSSD will provide funding for program and services focusing on engaging and supporting all youth, but particularly those youth who face barriers to a successful transition to adulthood. These barriers can contribute to social exclusion and shall include: poverty, discrimination, disabilities, involvement in the justice system, disengaging from school, and being victims of violence.

Area / Recommendation	
A2	<p>Adopt a more inclusive target population of all youth requiring support services while also expanding the target age group from 12-18 to 12-21</p> <p>Details:</p> <ul style="list-style-type: none"> • Transition from defining the target population as those who are “at-risk” to all youth, but particularly those who face barriers to a successful transition to adulthood, including those affected by poverty, discrimination, disabilities, involvement in the justice system, disengaging from school, and being victims of violence. • Expand the target population to youth ages 12 to 21 years old to capture those youth who are transitioning directly to the workforce and away from the education system. • Focus core funding on the CYN’s target population of youth transitioning to adulthood as other youth-serving organizations already provide services for ages 12 and under in many locations. The CYN’s aim should be to exhaust all options for referring youth outside the target age range to external services before providing services themselves (e.g., childcare services can be funded through the operating grant program with the Department of Education).
A3	<p>Improve requirements to measure and track outcomes and participation of programming to improve service delivery and create more accountability.</p> <p>Details:</p> <ul style="list-style-type: none"> • Improve quantitative reporting metrics that measure participation. These include: • Adopt additional and standardized qualitative and quantitative reporting metrics that measure the impact of program delivery. • Create standardized reporting templates to track outcome metrics
A4	<p>Consult separately with Indigenous-led CYNs and Thrive to reflect the unique needs of these locations.</p> <p>Details:</p> <ul style="list-style-type: none"> • Recognizing the generational challenges and geographical isolation facing the Indigenous-led CYNs, engage in culturally appropriate separate mandate, funding, and operational agreements with Indigenous locations. • Recognizing the size and scale of Thrive compared to the rest of the Network, engage in separate mandate, funding, and operational agreement with the St. John’s location. •
Governance	
B1	<p>Maintain local representation within the CYN Governance structure to help ensure communities have direct lines of communication to voice their needs.</p> <p>Details:</p> <ul style="list-style-type: none"> • The CYN’s board structure should include some form of community-based guidance, be it through local board participation or local advisory council/sub-committee, to ensure CYN locations are meeting the needs of the community. • Continue to leverage input and feedback from Executive Directors / equivalents to inform the dialogue on the future needs and structure of the Network.
B2	<p>Explore the establishment of regional operating boards to provide direct governance over CYNs in an identified region, where appropriate</p> <p>Details:</p> <ul style="list-style-type: none"> • Consider bringing existing CYN locations under the governance of regional operating

	Area / Recommendation
	boards, in order to create a cohesive governance structure that facilitates coordination amongst CYNs while maintaining local autonomy in program delivery.
B3	<p>Where a regional board is not the preferred option, ensure strong board governance either:</p> <ol style="list-style-type: none"> 1. Through a local standalone board; 2. Through a new partnership with an existing local organization; or 3. As a satellite location of an existing CYN location <p>Details:</p> <ul style="list-style-type: none"> • Maintain the status quo local standalone board or satellite location structure for those locations where this is working well. • Consider partnerships with other organizations such as the YMCA, BGC, Development Association, CEN, or local government, in order to create a cohesive governance structure that facilitates coordination amongst CYNs while maintaining local autonomy in program delivery.
B4	<p>Arm boards with an understanding of key characteristics and composition to better support CYN Executive Directors, develop consistent onboarding material for new board participants & provide training to board members to improve quality of governance.</p> <p>Details:</p> <ul style="list-style-type: none"> • When possible, board Members should come from diverse backgrounds and encompass as many of the identified skills and experience necessary for effective board governance. Recognizing that there is a shortage of volunteers across Canada and that many of these boards are community-based with small populations to pull from, efforts can be advanced to train members of the board on good governance practices aligned to characteristics identified on the previous section. • Develop consistent onboarding material for new board members that summarizes the objectives and mandate of the CYN and expectations for the board.
B5	<p>Explore the implementation of a CYN Governance Working Group to institutionalize better governance practices across the Network. This group can be chaired by an organization with capacity and mature capability with Department participation.</p> <p>Details:</p> <ul style="list-style-type: none"> • Explore with CYN a Governance Working Group of CYN board chairs or interested representatives with Departmental participation to identify weaknesses and opportunities to work more effectively and improve CYN board governance. A semi-regular cadence between boards will also improve CYN collaboration and strategic coordination. CSSD should continue to provide training support, such as board governance, staff and volunteer management, and mental health and crisis management, as requested by CYN locations. • Encourage CYN locations to develop a broad social media presence for community exposure and allows each location to communicate with each other as they see fit to supplement the information provided by CSSD.
B6	<p>Monitor governance by developing criteria for strong board oversight that can be reported on as part of a standardized reporting process.</p> <p>Details:</p>

Area / Recommendation	
	<ul style="list-style-type: none"> • Develop a set of criteria indicative of strong board oversight based on best practices for the non-profit sector. • Integrate those criteria in a regular reporting template for CYN boards.
Delivery Model	
C1	<p>Encourage CYNs and their governance boards to consult with other appropriate organizations in their communities to expand partnerships that may foster efficiencies, as well as shared expertise and resources.</p> <p>Details:</p> <ul style="list-style-type: none"> • Expand organization partnerships with the YMCA, BGCs, community development associations and government organizations that can reduce the rental burden on organizations. <ul style="list-style-type: none"> ○ Boys and Girls Clubs could serve as a partner organization to enhance resource availability. Such a partnership has already seen success in St. Anthony and Botwood, with further partnership opportunities for locations such as Gander and in St. John's. ○ The YMCA could allow the CYN to focus its expertise on vulnerable youth, while being able to leverage a larger resource pool. This partnership has seen success in Corner Brook and Grand-Falls Windsor, with further opportunities for host partnerships in Happy Valley – Goose Bay, Stephenville, St. John's. Additionally, the YMCA has operated Program Delivery Sites—similar to CYN hub locations—which CYNs could become. • The Department can support CYNs by brokering and facilitating new partnerships. As an example, CSSD can facilitate partnerships between CYNs in smaller communities and larger service providers in other jurisdictions to provide services for a fee. • Work with partners to reach and potentially provide services to youth who have disengaged from school. Examples include youth outreach workers.
C2	<p>Prioritize establishing accessible storefront operations in the current network where possible before expanding to new areas.</p> <p>Details:</p> <ul style="list-style-type: none"> • Southern Avalon should prioritize the creation of main hub and satellite storefront operations where funding is available. Until such a time where additional funding is available, the Southern Avalon CYN should have core funding that covers transportation costs for CYN Staff to deliver services. • Where possible, locations should be fully accessible for those with disabilities and should not be located in buildings where landlords have control over prohibiting youth attendance. • Explore the expansion of CYN locations only after the core issues of the existing locations are addressed. • Location selection should consider the needs of vulnerable youth in the area that can be served by the CYN, rather than only focusing on the # of youth.
Services	
D1	<p>Refine the lines of business to focus on Engagement, Education, and Empowerment and include flexibility for local programming needs.</p> <p>Details:</p>

	Area / Recommendation
	<ul style="list-style-type: none"> • Adopt the revised 3 Lines of Business to focus on Engagement, Education, and Empowerment. • Consult with the CYNs located in Indigenous communities and St. John's to determine specific and tailored action items within each line of business to ensure that programming is delivered to meet the specific needs of Indigenous and St John's populations. This is to ensure inclusion of cultural considerations in Indigenous communities and recognition of different needs in a large population centre.
D2	<p>Adopt a more standardized reporting mechanism and template that is focused on outcomes.</p> <p>Details:</p> <ul style="list-style-type: none"> • Adopt a more standardized reporting template that increases accountability of dollars spent.
D3	<p>Direct the CYN to exhaust all options in connecting youth to the appropriate external services before designing new programming in order to avoid duplication of services.</p> <p>Details:</p> <ul style="list-style-type: none"> • When identifying services that fall outside of the lines of business, ensure that CYNs are exhausting all options in connecting youth to the appropriate external services before designing new programming. • Ensure the service directory hosted by Thrive is expanded to include services province-wide and is promoted and updated regularly to aid CYN staff direct youth to appropriate services.
	People
E1	<p>Explore standardized salary and benefits packages for Executive Directors and support staff.</p> <p>Details:</p> <ul style="list-style-type: none"> • Explore a salary floor that all CYNs adhere to in accordance with the salary averages found in Newfoundland and Labrador and across Canada. • Explore a standardized benefits package that adhere in accordance with the current state of the community/nonprofit sector in Newfoundland and Labrador and across Canada. These benefits could include 15 days of vacation, three personal wellness days, and options for health coverage should be explored.
E2	<p>Design consistent role definitions that may be used for job postings.</p> <p>Details:</p> <ul style="list-style-type: none"> • Create standardized job descriptions and expectations of performance for Executive Directors and support staff to be overseen by governance boards.
E3	<p>Implement minimum training requirement but provide, particularly for the small organizations, the ability to access that training.</p> <p>Details:</p> <ul style="list-style-type: none"> • Explore the implementation of virtual training sessions through inter-department cooperation and create a standardized "onboarding" booklet for all CYN staff. These

	Area / Recommendation
	<p>trainings should include mental health and wellness, cultural awareness, suicide prevention, and trauma-informed service delivery.</p> <ul style="list-style-type: none"> • Leverage free training courses to ensure all staff and board members properly training in areas such as fundraising, program management, board governance, mental health, and volunteer engagement.
	Funding
F1	<p>Establish multi-year funding agreements with increased funding and regular inflationary adjustments.</p> <p>Details:</p> <ul style="list-style-type: none"> • Increase and structure core funding to encourage consistencies in salary and programs across the Network. • Implement 3-year funding agreements to encourage CYN executive directors to plan programming and retain staff. • Review core funding at the end of each agreement to consider inflation.
F2	<p>Standardize reporting and review mechanisms.</p> <p>Details:</p> <ul style="list-style-type: none"> • Improve standardized reporting to help increase transparency and accountability throughout the CYN. • Establish a digital submission channel for funding applications and impact reporting to avoid documents being lost in email.
F3	<p>Increase the core budget allocation formula to ensure equitable distribution of funding for compensation and operational delivery.</p> <p>Details:</p> <ul style="list-style-type: none"> • Increase the core budget allocation from CSSD. • Reevaluate the funding allocation formula to ensure that: <ul style="list-style-type: none"> ○ Staff are paid at the community sector average for their level; ○ Operational delivery costs, such as rent and transportation, are equitably distributed; and ○ Locations receive an equitable amount of funding for program delivery based on their adherence.