



CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: July 05, 2005
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TO: Vancouver City Council
FROM: Director of Social Planning
SUBJECT: 2005 Partners in Organizational Development Grant - spring cycle

RECOMMENDATION

THAT Council approve one Partners in Organizational Development grant of \$15,000 to the Centre for Sustainability for subsequent distribution to four community services organizations in the amounts listed in APPENDIX A of this report; source of funds to be the 2005 Community Services Grants budget.

GENERAL MANAGER'S COMMENTS

The General Manager of Community Services RECOMMENDS approval of the foregoing.

COUNCIL POLICY

Approval of grant recommendations requires eight affirmative votes.

PURPOSE

The purpose of this report is to seek approval to allocate a grant to the Centre for Sustainability as the City's contribution to the Partners in Organizational Development (POD) Grant Program. The Centre for Sustainability administers this grant program on behalf of the City of Vancouver, United Way of the Lower Mainland, the Vancouver Foundation, the Columbia Basin Trust and the Ministry of Children and Family Development. The City funds

will be used by community services agencies in Vancouver to support organizational capacity building activities.

BACKGROUND

The Partners in Organizational Development Grants program is a multi-funder initiative started in 1989 as a partnership of the Vancouver Foundation, United Way of the Lower Mainland, the Department of the Secretary of State and the City of Vancouver. The aim of this grant program is to help non-profit groups deal with common organizational problems and thus to function more effectively. The 2005 POD program funding partners are: Vancouver Foundation, United Way of the Lower Mainland, City of Vancouver, the Columbia Basin Trust, and the Ministry of Children and Family Development. The Centre for Sustainability administers the POD Grants Program on behalf of the participating funders. This involves marketing the grant program, co-ordinating POD funder meetings, compiling mailing lists, distributing applications, mailing out cheques, providing letters to unsuccessful applicants, and securing project evaluation reports due at the end of each year from grant recipients. They will receive a 6% administration fee from the partners as reimbursement for these services.

Partners in Organizational Development grants are exclusively for hiring a consultant to assist non-profit community services agencies with organizational development activities including Board Development, diversity and access planning, and development of plans such as strategic, fundraising, financial, communications, and marketing. A copy of the 2005 POD brochure describing the program, eligibility and evaluation criteria is attached as APPENDIX D. Proposals are assessed on the basis of completeness of the application, eligible activities and costs, documented need, a clear activity plan and the long-term benefit to the organization as a whole. A committee of staff representing each funder reviews the POD Grant applications.

On March 31, 2005, Council approved an allocation of \$20,000 for the Partners in Organizational Development (POD) portion of the Community Services Grants. These reserved funds were set aside to be used for Spring and Fall POD Grant allocations to the Centre for Sustainability. An additional \$10,000 contribution to the POD program was approved by Council on April 28, 2005. This increased the annual City support for Community Services POD Grants to \$30,000. The funds will be used over two cycles of the POD Grant program - the current Spring cycle and then a Fall cycle.

DISCUSSION

The total budget for the Spring POD grant cycle, administered by the Centre for Sustainability, is \$122,160. Although the program is province-wide, City funds are only allocated to Vancouver-based organizations that provide services to Vancouver residents. The other funders contribute both to Vancouver groups and non-Vancouver groups.

Partners in Organizational Development Funder Contribution	Total
City of Vancouver	\$15,000
Vancouver Foundation	\$30,000
United Way of the Lower Mainland	\$30,000
Columbia Basin Trust	\$1,500
Ministry of Children and Family Development	\$50,000
<i>Sub-total:</i>	\$126,500
less 6% administration fee for the Centre for Sustainability	\$7,590
Plus carry over from POD 2004 and returned grant	\$3,250
TOTAL	\$122,160

Of the 75 Community Services POD applications received this Spring, 19 were from Vancouver groups. Total applicant requests amounted to \$338,830, with Vancouver groups asking for \$92,900.

The City's POD allocation will be used along with other funder contributions to support four Vancouver community services groups, as noted in APPENDIX A. As a result of the City being a funding partner for this grant program, an additional six Vancouver groups will also be funded directly from contributions of the United Way of the Lower Mainland, the Ministry of Children and Family Development and the Vancouver Foundation, see APPENDIX B. As a result of partnering with other funders Vancouver groups have received additional support from United Way of the Lower Mainland, Ministry of Children and Family Development and Vancouver Foundation in the amount of \$30,150. The Vancouver groups not recommended for POD funding are noted in Appendix C.

FINANCIAL IMPLICATIONS

There are no additional financial implications to the 2005 City Operating budget as a result of approving a \$15,000 Partners in Organizational Development grant to the Centre for Sustainability. The funds were approved for POD as a component of the 2005 Community Services Grants budget on March 31, 2005 and an additional allocation was approved on April 28, 2005. Council's approval to disburse \$15,000 from the Community Services Grants budget will leave \$15,000 remaining in the Community Services Grants POD reserve for disbursement in December, 2005.

CONCLUSION

The Director of Social Planning recommends allocation of a \$15,000 POD grant to the Centre for Sustainability, to be subsequently distributed to Community Services groups as noted in APPENDIX A.

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VANCOUVER ORGANIZATIONS TO RECEIVE CITY FUNDING FROM THE 2005 PARTNERS IN ORGANIZATIONAL DEVELOPMENT GRANT PROGRAM

The following 4 Vancouver-based community services organizations are recommended for Partners in Organizational Development grants:

Organization	POD Project	Request	Grant	Other Funders Share	City Share
South Granville Seniors Friendship Centre Society	- for developing a communication plan	\$3,750	\$3,750	\$650	\$3,100
West End Seniors' Network Society	- for developing a communication plan	\$5,000	\$4,500	\$500	\$4,000
WISH Drop-in Centre Society	- for developing a communication plan	\$4,950	\$4,500	\$1,000	\$3,500
Vancouver Aboriginal Friendship Centre Society	- for developing a strategic plan	\$5,000	\$4,500	\$1,000	\$3,500
Sub-Total		\$18,700	\$17,250	\$3,150	\$14,100
Plus 6% administration fee to the Centre for Sustainability					\$900
TOTAL					\$15,000

APPENDIX B

VANCOUVER ORGANIZATIONS TO RECEIVE 2005 POD FUNDING FROM OTHER POD FUNDERS

The following 6 Vancouver community service organizations will receive support from the other POD funders.

Organization	POD Project	Request	Grant
Immigrant Services Society of BC	- for organizational change and renewal	\$5,000	\$4,500
Law Courts Education Society of BC	- for developing a fundraising plan	\$5,000	\$4,500
Living Systems (formerly North Shore Counselling Centre)	- for developing a communications plan	\$5,000	\$4,500
Positive Women's Network	- for developing a strategic plan	\$5,000	\$4,500
Self-Help Resource Association of BC (SHRA)	- for developing a fundraising plan	\$5,000	\$4,500
West Coast Legal Education and Action Fund (West Coast LEAF)	- for developing a fundraising plan	\$5,000	\$4,500
TOTAL:		\$30,000	\$27,000

VANCOUVER ORGANIZATIONS NOT RECOMMENDED FOR 2005 POD FUNDING

The following 9 Vancouver community service organizations are not recommended for POD grants from the City of Vancouver allocation.

Organization	POD Project	Request	
AIDS Vancouver	- development of a strategic plan	\$5,000	Insufficient funds in POD budget to support this project
AMV Aids Memorial Society of Vancouver	- Board development	\$4,200	Insufficient funds in POD budget to support this project
Aurora Institute	- development of a fundraising plan	\$5,000	Insufficient funds in POD budget to support this project
Canadian Disabled Individuals Association	- development of a fundraising plan	\$5,000	Insufficient funds in POD budget to support this project
Downtown Society for the Fellowship of Recovering Alcoholics	- development of a strategic plan	\$5,000	Insufficient funds in POD budget to support this project
Jewish Family Services Agency	- organizational change and renewal	\$5,000	Ineligible - some activities are not eligible, e.g. development of databases
Vancouver Status of Women	- for organizational change and renewal	\$5,000	Ineligible - some activities are not eligible, e.g. development of a policy manual and fair practices guide
Vancouver Native Health Society	- development of a marketing plan	\$5,000	Ineligible - the marketing plan is related to a social enterprise activity and is not eligible under POD eligibility criteria
YWCA of Vancouver	- development of a communications plan	\$5,000	Ineligible - the communication plan is related to a social enterprise activity and is not eligible under POD eligibility criteria
TOTAL:		\$44,200	

Partners in Organizational Development (POD) 2005 Program Description and Guidelines

FUNDING PARTNERS:

City of Vancouver

United Way of the Lower Mainland

Vancouver Foundation

Columbia Basin Trust

Ministry of Children and Family Development

PROGRAM ADMINISTRATOR:

The Centre for Sustainability

- *What is Partners in Organizational Development (POD)?*

POD is a program that provides grants to non-profit organizations in B.C. to help them adapt to change, improve their organization and respond to diversity. POD funding enables groups to work with an experienced consultant/resource person to enhance organizational effectiveness.

POD offers short-term support to agencies committed to strengthening their organizations.

➤ **Program rationale**

- b) *Established in 1989, POD responds to the need for non-profit organizations to strengthen their practices and adapt to an increasingly complex environment. Challenged by financial uncertainty, demographic shifts, heightened competition and growing service demands, it has become vital for community groups to have strong governance and management practices and the ability to adapt to ongoing change and diversity.*

POD helps organizations address such questions as:

- Are our programs and mission relevant to changing community needs and reflective of diversity?
- Do we have clear goals and strategies?
- Do board and staff have a common understanding of their roles and responsibilities?
- Are our services and practices accessible & sensitive to diverse communities?
- Does our fundraising plan meet our current and future needs?

➤ *Who can apply?*

POD is available to health and social service organizations that are registered non-profit societies in good standing in the Province of British Columbia. It is very important that you correctly provide your organization's society registration number on your application, as this number will be verified.

➤ *Who is NOT eligible?*

Professional Associations, Foundations, Hospitals, Universities, Colleges and School Districts are not eligible for POD funding.

➤ *What does a POD grant cover?*

POD funding can only be directed towards the professional fees of a consultant or resource person. **No other expenses are eligible.** Grant requests are considered to a maximum of \$5,000.

➤ *Can an organization receive POD funding more than once?*

Yes, with the following restriction: funding will be granted no more than twice in any five year period.

➤ *What activities are funded?*

Activities to strengthen organizations and improve effectiveness, such as:

- Planning - including overall strategic, financial, fundraising, marketing, or communications plans.
- Board development - related to specific governance and management issues.
- Development of strategies to facilitate organizational change and renewal.
- Diversity/Access Planning - planning to help an agency better attract and provide services to people of different ethnicities, physical and mental abilities, genders, or sexual orientation; assessment and planning for barrier-free and culturally sensitive employment, programs and services and communication.

➤ *What activities are NOT eligible for POD funding?*

- Writing of job descriptions
- Writing or updating of policies, procedures or by-laws
- Development, implementation or evaluation of *specific programs or services* (i.e. activities that relate to particular programs, and not to the organization as a whole)
- Implementation activities arising from planning
- Ongoing operational costs
- Hiring of part time or full time staff
- Staff or volunteer training
- Attendance at conferences
- Annual board retreats
- Translation or interpretation services
- Room rental, food, beverage or incidental costs associated with organizational development activities

In addition, incomplete or late applications or retroactive requests will not be considered for POD funding.

If you have questions about the eligibility of your activity or organization or about the application process in general, please contact the Centre for Sustainability at 604-331-0366.

➤ *How does an organization apply?*

Interested organizations are encouraged to obtain a copy of the application package with as much lead time as possible prior to the deadline.

Application deadlines are as follows:

- Spring 2005: **May 27th, 2005** (applications sent by mail should be postmarked no later than May 25th)
- Fall 2005: **October 28th, 2005** (applications sent by mail should be postmarked no later than October 26th)

You can download a package from The Centre for Sustainability's website (www.centreforsustainability.ca), or request one by contacting Kevin Ronaghan at Kevin@centreforsustainability.ca or (604)331-0366. Application and submission instructions are printed on the application form.

Please note that the POD application process is very competitive, and demand for grants regularly exceeds available funding. In 2004, for example, the advisory committee had resources to fund only 37 of the more than 150 applications received during the year. Organizations are thus advised that simply meeting eligibility criteria does not guarantee approval for a POD grant.

➤ *Important to Note!*

Based on feedback from former POD recipients, we strongly encourage you to assess your organizational needs prior to completing your application. To assist you with this process, we have developed an *Organizational Development Tool Kit*, which is also available through the Centre for Sustainability's website or by contacting Kevin Ronaghan at Kevin@centreforsustainability.ca or (604) 331-0366.

You are also encouraged to obtain and read the *POD Case Studies* document that describes the work of previous POD grant recipients.