



## CITY OF VANCOUVER

### ADMINISTRATIVE REPORT

Report Date: June 26, 2006  
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Meeting Date: July 11, 2006

TO: Vancouver City Council

FROM: Director of Social Planning

SUBJECT: 2006 Social Services Partners in Organizational Development Grant - Spring Cycle

#### RECOMMENDATION

THAT Council approve one Social Services Partners in Organizational Development grant of \$30,000 to the Centre for Sustainability for subsequent distribution to 8 community services organizations in the amounts listed in APPENDIX A of this report; source of funds to be the 2006 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 Social Services Partners in Organizational Development (Social ServicesPOD) Grant Program. The Centre for Sustainability manages and delivers this grant program with funding from the City of Vancouver, United Way of the Lower Mainland, the Vancouver Foundation and the Columbia Basin Trust. The City funds will be

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

## BACKGROUND

The Social Services Partners in Organizational Development Grants program was started in 1989 as a multi-funder initiative 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 2006 Social ServicesPOD program funding partners are: Vancouver Foundation, United Way of the Lower Mainland, City of Vancouver and the Columbia Basin Trust.

The Centre for Sustainability manages and delivers the POD Grants Program on behalf of the participating funders. This organization was established in 2003, with the mission to increase the capacity and effectiveness of people and organizations engaged in British Columbia's not-for-profit sector. It provides an access and referral point for technical assistance to support organizational development. As the manager and deliverer of the Social ServicesPOD Program, the Centre is responsible for marketing the grant program across BC, making funding decisions with support from a Program Advisory Committee, liaising with grant applicants about funding decisions, providing on-going support to successful grantees, administration (maintaining database, processing grant payments etc), ongoing program evaluation and development, and securing funds to support the needs of the program. The Centre for Sustainability is compensated for the costs of delivering and managing the program by the funding partners, and for 2006 it is estimated that this cost will not exceed 15%. The City will contribute 6.2% of its total grant towards these costs.

Social 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 strategic, fundraising, financial, communications, or marketing plans. A copy of the 2006 Social ServicesPOD description and guidelines for the program, 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 Program Advisory Committee consisting of staff from the Centre for Sustainability and representatives from funding partners reviews the POD Grant applications.

On April 18, 2006, Council approved an allocation of \$30,000 for the Social Services Partners in Organizational Development (Social ServicesPOD) portion of the Community Services Grants. These reserved funds were set aside to be used for Spring and Fall Social ServicesPOD Grant allocations to the Centre for Sustainability. However, the available budget based on all funder contributions this year is not sufficient to offer two funding cycles. This is due to the loss of a funding partner, the Ministry of Children and Family Development (MCFD), who had made a substantial contribution to the Social Services POD last year. MCFD was not able to continue as a POD funding partner this year and as a result staff is recommending allocating all of the City's \$30,000 Social ServicesPOD reserve to the Spring cycle.

## DISCUSSION

The total budget for the Spring Social ServicesPOD grant cycle, managed and delivered by the Centre for Sustainability, is \$148,540. 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.

| Social ServicesPOD Funder Contribution             | Total                   |
|--|-------------------------|
| City of Vancouver                                  | <b>\$30,000</b>         |
| Vancouver Foundation                               | \$60,000                |
| United Way of the Lower Mainland                   | \$60,000                |
| Columbia Basin Trust                               | \$4,000                 |
| <i>Sub-total:</i>                                  | <b><i>\$154,000</i></b> |
| Less 6.2% fee from City of Vancouver               | \$1,860                 |
| Less: 15% funding fee from other funding partners  | \$18,600                |
| Plus: returned grants from Social ServicesPOD 2005 | \$15,000                |
| <b>TOTAL</b>                                       | <b>\$148,540</b>        |

Of the 110 Social ServicesPOD applications received this Spring, 29 were from Vancouver groups. Total applicant requests amounted to \$477,255, with Vancouver groups asking for \$137,375.

The City's Social ServicesPOD allocation will be used along with other funder contributions to support 8 Vancouver social services groups, as noted in APPENDIX A. Two other Vancouver based groups have received support from United Way of the Lower Mainland and Vancouver Foundation, as noted in APPENDIX B. The Vancouver groups not recommended for Social ServicesPOD funding are noted in Appendix C.

## FINANCIAL IMPLICATIONS

There are no additional financial implications to the 2006 City Operating budget as a result of approving a \$30,000 Social Services Partners in Organizational Development grant to the Centre for Sustainability. The funds were approved for Social ServicesPOD as a component of the 2006 Community Services Grants budget on April 18, 2006. Council's approval to disburse \$30,000 from the Community Services Grants budget will leave \$0 remaining in the 2006 Community Services Grants Social ServicesPOD reserve.

## CONCLUSION

The Director of Social Planning recommends allocation of a \$30,000 Social ServicesPOD grant to the Centre for Sustainability, to be subsequently distributed to the 8 Vancouver organizations as noted in APPENDIX A.

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**VANCOUVER ORGANIZATIONS RECOMMENDED FOR CITY FUNDING FROM THE 2006 SOCIAL SERVICES PARTNERS IN ORGANIZATIONAL DEVELOPMENT GRANT PROGRAM**

The following 8 Vancouver-based Social services organizations are recommended for Partners in Organizational Development grants:

| Organization  | POD Project                                   | Request         | Grant           | Other Funders Share | City Share      |
|---|---|-----------------|-----------------|---------------------|-----------------|
| Association of Neighbourhood Houses of Greater Vancouver  | To do Board Development                       | \$4,500         | \$2,500         | \$500               | \$2,000         |
| Britannia Community Services Centre Society   | To plan for organizational change and renewal | \$5,000         | \$5,000         | \$500               | \$4,500         |
| Jewish Family Services Society  | To do a fund development plan                 | \$5,000         | \$4,500         | \$1,000             | \$3,500         |
| KidSafe Project Society   | To develop a strategic plan                   | \$4,500         | \$4,500         | \$1,000             | \$3,500         |
| Learning Disabilities Association of BC - Vancouver Chapter   | To do Board Development                       | \$3,500         | \$2,500         | \$500               | \$2,000         |
| Leave Out Violence (LOVE BC)  | To develop a strategic plan                   | \$4,860         | \$4,860         | \$1,360             | \$3,500         |
| Pacific Immigrant Resources Society (PIRS)  | To develop a strategic plan                   | \$5,000         | \$5,000         | \$430               | \$4,570         |
| The 411 Seniors Centre Society  | To do a fund development plan                 | \$5,000         | \$5,000         | \$430               | \$4,570         |
| <b>Sub-Total</b>  |   | <b>\$37,360</b> | <b>\$33,860</b> | <b>\$5,720</b>      | <b>\$28,140</b> |
| Plus 6.2% administration fee to the Centre for Sustainability (calculation based on total of \$30,000). |   |                 |                 |                     | \$1,860         |
| <b>TOTAL</b>  |   | <b>\$37,360</b> | <b>\$33,860</b> | <b>\$5,720</b>      | <b>\$30,000</b> |

VANCOUVER ORGANIZATIONS RECOMMENDED FOR 2006 SOCIAL SERVICES POD FUNDING  
FROM THE UNITED WAY OF THE LOWER MAINLAND AND THE VANCOUVER FOUNDATION

The following 2 Vancouver based social service organizations will receive support from the other Social ServicesPOD funders.

| Organization   | POD Project                      | Request | Grant   |
|--|----------------------------------|---------|---------|
| Canadian Mental Health Association<br>- Vancouver/Burnaby Branch | To do a fund<br>development plan | \$3,000 | \$3,000 |
| Everywoman's Health Centre<br>Society                            | To do a fund<br>development plan | \$4,900 | \$4,900 |
| <b>TOTAL:</b>  |                                  | \$7,900 | \$7,900 |

VANCOUVER ORGANIZATIONS NOT RECOMMENDED FOR 2006 SOCIAL SERVICES POD  
FUNDING

The following 19 Vancouver based social service organizations are not recommended for Social ServicesPOD grants from the City of Vancouver allocation.

| Organization   | POD Project                                   | Request | Reason For Not Funding   |
|--|---|---------|--|
| Aboriginal Mother's Centre   | To develop a strategic plan                   | \$5,000 | Insufficient funding in the POD budget to support this project   |
| Asian Society for the Intervention of AIDS (ASIA)                  | To develop a marketing plan                   | \$5,000 | Insufficient funding in the POD budget to support this project   |
| Boys & Girls Clubs of Greater Vancouver                            | To do Board Development                       | \$5,000 | Insufficient funding in the POD budget to support this project   |
| BC Council for the Families  | To plan for organizational change and renewal | \$5,000 | Ineligible: Implementation activities to develop database management and reporting systems   |
| Canadian Mental Health Association, BC Division                    | To do a fund development plan                 | \$5,000 | Insufficient funding in the POD budget to support this project   |
| Canadian Paraplegic Association                                    | To do a fund development plan                 | \$5,000 | Insufficient funding in the POD budget to support this project   |
| Centre for Native Policy and Research                              | To do a fund development plan                 | \$4,900 | Insufficient funding in the POD budget to support this project   |
| Eastside Movement for Business & Economic Renewal Society (EMBERS) | To do a fund development plan                 | \$5,000 | Insufficient funding in the POD budget to support this project   |
| Healing Our Spirit, BC Aboriginal HIV/AIDS Society                 | To develop a marketing plan                   | \$5,000 | Insufficient funding in the POD budget to support this project   |
| Multicultural Helping House Society                                | To develop a strategic plan                   | \$5,000 | Ineligible: This organization has received funding twice within a five year period and will not be eligible to apply for future funding until the Fall of 2006 |
| Network Two Community Services Society                             | To develop a strategic plan                   | \$5,000 | Insufficient funding in the POD budget to support this project   |
| Pacific Association of First Nations Women (PAFNW)                 | To do a fund development plan                 | \$4,450 | Insufficient funding in the POD budget to support this project   |
| Pivot Legal Society  | To develop a strategic plan                   | \$4,000 | Insufficient funding in the POD budget to support this project   |
| Provincial Tenant's Rights Action Coalition                        | To develop a strategic plan                   | \$4,065 | Insufficient funding in the POD budget to support this project   |

| Organization                                   | POD Project                                   | Request | Reason For Not Funding   |
|--|---|---------|--|
| Special Olympics British Columbia Society      | To develop a strategic plan                   | \$5,000 | Insufficient funding in the POD budget to support this project |
| Vancouver Aboriginal Child and Family Services | To plan for organizational change and renewal | \$5,000 | Insufficient funding in the POD budget to support this project |
| Vancouver Native Health Society                | To do diversity and access planning           | \$4,700 | Insufficient funding in the POD budget to support this project |
| Vancouver Native Housing Society               | To develop a strategic plan                   | \$5,000 | Insufficient funding in the POD budget to support this project |
| Vi Fineday Family Shelter Society              | To develop a strategic plan                   | \$5,000 | Insufficient funding in the POD budget to support this project |
| <b>TOTAL</b>                                   |   | 92,115  |  |

**Social Services Partners in Organizational Development**  
**Social ServicesPOD**  
**2006 Program Description and Guidelines**

A Program of:



**Building Effective Not-for-Profit Organizations in B.C.**  
1200 - 555 West Hastings Street Vancouver BC V6B 4N6  
Tel. 604.331.0366 Fax. 604.331.0388  
[www.centreforsustainability.ca](http://www.centreforsustainability.ca)

Funded by:

Vancouver Foundation, United Way of the Lower Mainland, City of Vancouver,  
Columbia Basin Trust & Ministry of Children and Family Development

**Deadline: Friday April 28<sup>th</sup>, 2006**



➤ **What is Social Services Partners in Organizational Development (Social ServicesPOD)?**

Social ServicesPOD, a program of the Centre for Sustainability, provides grants to health and social service not-for-profit organizations in British Columbia to help them adapt to change, improve their organization and respond to diversity. Social ServicesPOD funding enables groups to work with an experienced consultant or resource person to enhance organizational effectiveness.

**Social ServicesPOD offers short-term support to strengthen organizations.**

➤ **Program rationale**

- a) *Established in 1989, Social ServicesPOD responds to the need for health and social service not-for-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.*

**Social ServicesPOD 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?**

Social ServicesPOD is available to health and social service organizations that are registered not-for-profit societies in good standing in the Province of British Columbia. Organizations must deliver the majority of their services in the province. 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 Social ServicesPOD funding.

➤ **What does a Social ServicesPOD grant cover?**

Social ServicesPOD 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 Social ServicesPOD 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 overall organizational effectiveness, such as:

- Planning - including overall strategic, financial, fundraising, marketing, or communications plans. Planning can be defined as the drawing of a road map to guide the organization in its future activities.
- Board development - related to specific governance and management issues.
- Development of strategies to facilitate organizational change and renewal. Examples of appropriate requests in this category include planning for: agency collaboration or merger; significant reduction or expansion of services; and executive transition or significant change in management structure.
- 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 Social ServicesPOD funding?**

- Planning, development 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
- Social enterprise research and business planning. Support for such work is available through the Enterprising Non-Profits Program that is administered by the Vancity Community Foundation. Contact the ENP Coordinator at 604-871-5477.
- Retroactive requests
- Staff or volunteer training
- Room rental, food, beverage or incidental costs associated with organizational development activities
- Writing of job descriptions
- Writing or updating of policies, procedures or by-laws

- Ongoing operational costs
- Hiring of part time or full time staff
- Attendance at conferences
- Annual board retreats
- Translation or interpretation services

In addition, incomplete or late applications will not be considered for Social ServicesPOD funding.

➤ **How is our application assessed?**

Organizations will be assessed on the basis of the information contained in the application form. The Program Advisory Committee will look in particular for the following in their assessment of each application:

- A clear and compelling expression of the organization's need to embark on the planning project for which it has requested funding;
- Indication that the project's activities will be inclusive and involve Board, staff and other stakeholders;
- A good understanding of how the project's expected outcomes will serve to strengthen the organization;
- Indication that a reasonably comprehensive selection process will be used to select the project consultant;
- A budget that is appropriate for the project's size and scope.

In the case where a choice must be made between two equally qualified organizations, preference may be given to the organization that would be unable to engage in organizational development activities without the support of Social ServicesPOD.

➤ **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. Please ensure that you carefully read the Program Description and Guidelines and Application Instructions before submitting an application. If you have questions about the suitability of your project or about the application process in general, please contact the Centre for Sustainability at (604) 331-0366.

Please ensure that you complete all sections of the application and make your submission by the application deadline. Applications may be submitted by mail, courier or hand delivered; those sent by mail or courier should be postmarked by the application deadline.

**Application deadline is: Friday April 28<sup>th</sup>, 2006**

**Activities to occur between July 2006 and March 2007**

You can download an application package from our website [www.centreforsustainability.ca/programs](http://www.centreforsustainability.ca/programs) or request one by contacting Juliet Correia, Programs Director at [juliet@centreforsustainability.ca](mailto:juliet@centreforsustainability.ca) or (604) 331-0366.

*Please note that the Social ServicesPOD application process is very competitive, and demand for grants regularly exceeds available funding. In 2005, for example, the advisory committee had resources to fund only 62 of the more than 187 applications received during the year. Simply meeting eligibility criteria does not guarantee approval for a Social ServicesPOD grant.*

➤ **Important to Note!**

Based on feedback from former Social ServicesPOD 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 our website [www.centreforsustainability.ca/programs](http://www.centreforsustainability.ca/programs), or request one by contacting Juliet Correia, Programs Director, at [juliet@centreforsustainability.ca](mailto:juliet@centreforsustainability.ca) or (604) 331-0366. You are also encouraged to read the *Social ServicesPOD Case Studies* document (available on our website) that describes the work of previous Social ServicesPOD grant recipients.

*If you have questions about the suitability of your project or about the application process in general, please contact the Centre for Sustainability at (604) 331-0366.*