



CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: July 3, 2008
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RTS No.: 07520
VanRIMS No.: 08-200-20
Meeting Date: July 22, 2008

TO: Vancouver City Council
FROM: Managing Director of Social Development
SUBJECT: 2008 Social Services Partners in Organizational Development Grant (POD)

RECOMMENDATION

- A. THAT Council approve a Social Services Partners in Organizational Development grant of \$30,000 to the Centre for Sustainability to support community service organizations with capacity building activities; source of funds to be the 2008 Community Services Grants budget.
- B. THAT Council direct staff to report back in the Fall of 2008 on grant recipients and on any changes to POD which may be proposed as a result of discussions with the Centre for Sustainability.

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 a partnership with the Centre, the United Way of the Lower Mainland and the Vancouver Foundation. City funds will be used solely to support organizational capacity building activities for Vancouver groups as part of the Social Services Partners in Organizational Development (POD) Program.

BACKGROUND

On April 1, 2008, Council approved an allocation of \$30,000 for the Partners in Organizational Development (POD) portion of the Community Services Grants. These funds were reserved to be used as the City's contribution to the 2008 Social Services POD grant program. This funding, along with contributions from the United Way of the Lower Mainland and the Vancouver Foundation will be used to support non-profit, social services groups with organizational capacity building activities. The City of Vancouver funds are allocated solely to organizations that serve Vancouver residents. The eligibility criteria for the POD Grant Program are noted in APPENDIX A.

The Social Services Partners in Organizational Development Grants program was started in 1989 to help non-profit groups deal with common organizational problems and thus to function more effectively. The Centre for Sustainability administers 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 and administrates the Social Services POD Program.

The Centre for Sustainability is currently exploring ways to broaden their support to non-profit social service agencies and have begun discussions with funders and grant recipients about additional work they might do. As administrators of a similar grant program for cultural groups, called Arts POD, the Centre for Sustainability is piloting a new model of supporting organizational growth focussing on new and mid-career leaders by providing peer leadership, customized learning opportunities, and information sharing opportunities. This model was discussed in Council Report RTS # 07236 in July 2008. A similar approach of mentorship and peer-based leadership training is being considered as a way to increase assistance to more Social Service groups and to supplement the current grant program.

City staff will report back in the Fall of 2008 on which Vancouver groups received support from the 2008 Social Services POD grant program and on any changes to POD which may be proposed as a result of discussions with the Centre for Sustainability.

DISCUSSION

The total budget for the Social Services POD grant cycle is \$128,143. 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 | \$ 30,000 |
| United Way of the Lower Mainland | \$ 60,000 |
| Vancouver Foundation | \$ 60,000 |
| <hr/> | |
| Total 2008 POD Contributions | \$150,000 |
| Less 15% Administration Fee | - \$ 22,500 |
| Carry-over from 2007 | \$ 643 |
| <hr/> | |
| TOTAL AVAILABLE FOR 2008 POD GRANTS | \$128,143 |

The funding partners review and select the grant recipients. This process will be completed by the end of July with grants to be disbursed in August. Due to the timing of the funder review it is not possible to include a list of the selected POD grant recipients in this report. As Council will not be in session in August, authority is being sought to release the City's contribution to the Centre before finalizing the list of POD grant recipients. This will ensure that Vancouver groups are not impacted by a delay in receiving their funding.

As a result of the City being a funding partner for this grant program, additional Vancouver groups will also be funded directly from contributions of the United Way of the Lower Mainland. Both the Centre for Sustainability and funding partners will provide feedback to eligible but unsuccessful applicants to help them improve their applications for future grant cycles.

FINANCIAL IMPLICATIONS

There are no additional financial implications to the 2008 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 POD as a component of the 2008 Community Services Grants budget on April 1, 2008. Council's approval to disburse \$30,000 from the Community Services Grants budget will leave \$407 remaining in the Community Services Grants budget. There will be a report back in the Fall of 2008 notifying Council on the list of grant recipients.

CONCLUSION

The Director of Social Policy recommends allocation of a \$30,000 Social Services POD grant to the Centre for Sustainability, to be subsequently distributed to Vancouver serving Community Services groups.

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**Social Services Partners in Organizational Development
(Social ServicesPOD)
Spring 2008 Program Description and Guidelines**

A Program of:



Building Effective Not-for-Profit Organizations in B.C.

902 – 938 Howe Street Vancouver BC V6Z 1N9

Tel. 604.331.0366 Fax. 604.331.0388

<http://www.centreforsustainability.ca/>

Funded by:

City of Vancouver, United Way of the Lower Mainland & Vancouver Foundation

Deadline: Friday June 20, 2008

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

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 is 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. It is very important that you correctly provide your organization's society registration number on your application, as this number will be verified. Organizations should:

- have been in existence for a minimum of 2 years
- deliver the majority of their services in British Columbia
- have a minimum of 5 Board members

We are particularly interested in applications from:

- **Groups of organizations having the same developmental issue or goal**
- **Organizations that have a currently active, effective and ongoing planning cycle and are thinking strategically**

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 **\$3,000** for Board Development and **\$10,000** for Planning.

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 or groups of 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.
- 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.
- Board development – related to specific governance and management issues.
- 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
- Retroactive requests
- Staff or volunteer training
- Room rental, food, beverage or incidental costs associated with organizational development activities
- 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
- Writing of job descriptions
- Social enterprise research and business planning. Support for such work is available through the [Enterprising Non-Profits Program](#).

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, in particular:

- A clear and compelling expression of the organization or group'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 or group;
- 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 Programs Director at the Centre for Sustainability.
- Please ensure that you complete all sections of the application and make your submission by the application deadline. Applications must be submitted by **email** to the Programs Director: www.centreforsustainability.ca/contact

Application deadline: Friday June 20, 2008

Activity between: August 2008 and May 2009

Download an application package from:

http://www.centreforsustainability.ca/programs/Social_ServicesPOD.html#ApplicationGuidelines

Please note that the Social ServicesPOD application process is very competitive, and demand for grants regularly exceeds available funding. In 2007, for example, the advisory committee had resources to fund only 59 of the 163 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 available at: www.centreforsustainability.ca/programs/Social_ServicesPOD.html#OtherResources

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, please contact the Programs Director at the Centre for Sustainability.