

City of Vancouver
2019 ORGANIZATIONAL CAPACITY BUILDING
CONVENING GRANT

Social Policy is pleased to offer one-time grants focused on community convening and capacity building.

Deadline: Tuesday, September 10th 2019 at 4:30 pm

Overview

Social Policy is providing one-time funding to support **community-led convening and learning opportunities** to explore topics that are relevant to Vancouver's local non-profit social service sector, and that fit within the City's capacity building working theory.

The OCB Convening Grants fall within the Social Policy Organizational Capacity Building grants program, which supports non-profit organizations in improving their ability to deliver social services, to address social issues, and to navigate change.

The City's Approach to Building the Capacity of the Non-profit Sector:

Over the past year, our department has reviewed the literature on the many factors that contribute to a robust non-profit sector. We have used this research in combination with feedback from local non-profit representatives at meetings and workshops over the past 18 months, to propose a working theory that ultimately will guide the range of capacity supports the City provides to Vancouver's non-profit community. This working theory includes 5 interconnected elements that are key to strong, resilient organizations, and a healthy local non-profit sector, which in turn, will support vibrant Vancouver communities.

This funding opportunity seeks convening projects that explore one or more elements of the working theory illustrated below. A more detailed outline of each element of the theory is included at the end of this document.

Project Design

We are seeking applications that focus on convening non-profit social service and childcare organizations to create forums for discussion, and/or opportunities to network groups serving similar populations or addressing similar issues (e.g., seniors services, food networks, administrator's networks, etc.). Projects will explore issues related to the non-profit social service sector as a system, or will focus on improving the capacity of social service non-profits at the organizational level:

- An example of a **systems-level topic** might be a gathering of organizations within a sub-sector to identify the top wellness needs and supports for frontline workers.
- An example of an **organizational-level topic** might be a professional development opportunity in which leaders learn more about creating organizational cultures that attract and retain younger workers.

The City will host an informal collaboration session on **Thursday, August 22, 2019** (*additional details below*) for interested organizations to meet, potentially build partnerships, and explore working together to design projects.

Projects must have one lead applicant organization, but should involve a number of organizations working together, such as a network or associated group of organizations. Potential partners must be identified in the application, but may be confirmed after the application deadline.

Priority Projects

Priority will be given to proposals that address or explore an issue related to the City's *Capacity Building Working Theory*. This may include projects that strengthen the networks and other collaborative efforts of a number of organizations with similar interests.

Preference will be given to organizations that have worked collaboratively with partners to identify the topic of interest, and/or who will work with other organizations to organize and facilitate an event. Organizations will have ideally attended the August 22nd collaboration session detailed below.

Grant Size

The total budget for this initiative is \$125,000, which is expected to fund between 4-6 projects. The City encourages applicants to identify additional sources of funding (including in-kind support) to deliver the project.

Who can apply

- Applicants should be based in Vancouver, or propose a project that takes place in Vancouver and convenes a majority of Vancouver-based social service and/or childcare non-profit organizations. As a result, organizations with a provincial scope may apply.
- Applicants *do not* need to be recipients of funding from the City of Vancouver.
- Applicants should have the demonstrated capacity to convene/ hold events. However, applicants that have not previously led this kind of project may still be eligible and are encouraged to speak to Social Policy staff for more information. Contact Annie Burkes: 604-871-6429, annie.burkes@vancouver.ca

In addition, the City's standard eligibility criteria will apply:

- Be a registered non-profit society, community service co-op or social enterprise wholly owned by a non-profit and in good standing with the Registrar of Companies; OR be a registered charity, in good standing with the Canadian Revenue Agency;
- Have an independent, active governing body composed of volunteers. The by-laws must have provisions that no Board director can be remunerated for serving as a director and that no staff member can be a voting member of the board or executive;
- Demonstrate accommodation, welcomeness and openness to people of all ages, abilities, sexual orientation, gender identities (including trans*, gender-variant and two-spirit people), ethnicities, cultural backgrounds, religions, languages, underrepresented communities and socio-economic conditions in its policies, practices and programs, except in instances where the exclusion of some group is required for another group to be effectively targeted;
- Show costs that are reasonable and on par with other similar projects.

Project Timing:

Organizations must contact a Social Policy staff member prior to the application deadline to discuss the nature of their project. Please contact:

- **Primary contact:** Annie Burkes at 604-871-6429, annie.burkes@vancouver.ca (days of work: Monday, Tuesday, Thursdays)
- **Secondary Contact:** Lanny Libby at 604-873-7005, lanny.libby@vancouver.ca (between August 1-19)

An applicant convening session will be held on Thursday, August 22, 2019 from 9:00am - 12:00pm for groups wishing to submit an application (Location to be determined). The session will provide a space for organizations to learn about what other applicants are considering and to make connections between potential partners before the application deadline. **Please RSVP your attendance** via email to julianna.torjek@vancouver.ca. In addition, City staff will help to act as conveners to connect applicants with similar ideas prior to the application deadline.

How to apply:

The application consists of four forms:

1. Form 1: Standard organizational information form
2. Form 2: Application for OCB convening grant
3. Form 3: Project budget form
4. Form 4: Organizational budget form

Please submit all documents in both electronic and hard copy:

- **Email** an electric copy of all documents listed above to: socialpolicygrants@vancouver.ca no later than **4:30pm on Tuesday, September 10th, 2019.**
- **MAIL or DELIVER** one **PRINTED COPY** of all documents listed above by **4:30pm on Tuesday, September 10, 2019** to:

Social Policy and Projects
City of Vancouver
501 – 111 West Hastings Street
Vancouver, BC V6B 1H4

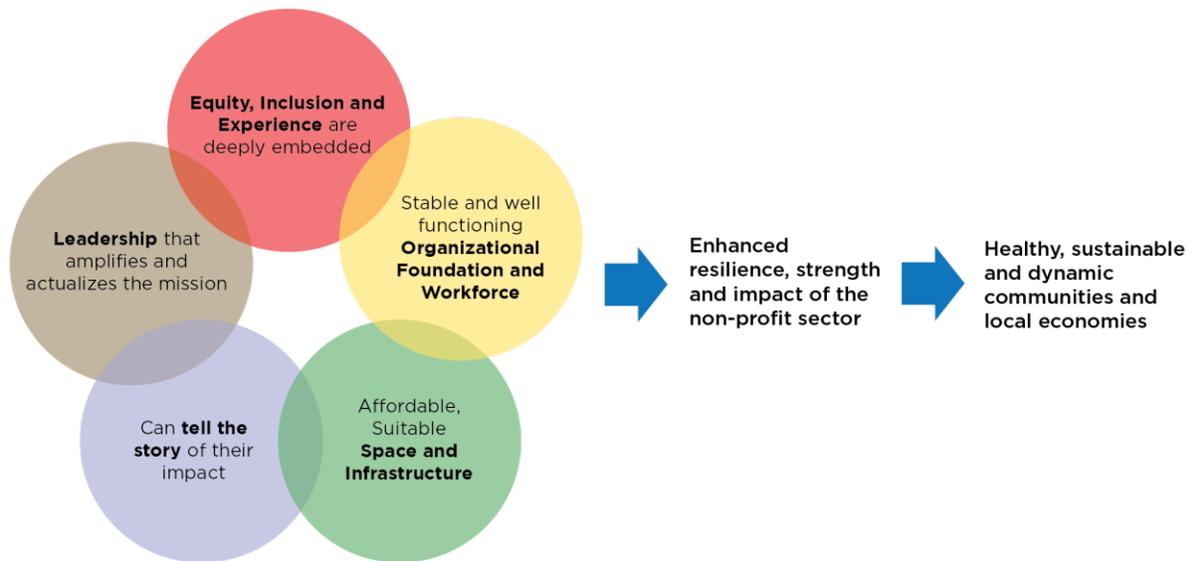
The application deadline is Tuesday, September 10, 2019.

Successful applicants are expected to complete the project by May 2020 so that project outcomes may inform the design of the City's capacity building grant program in 2021.

[Information sheet continues on next page]

The section below provides more detail about the 5 interconnected element of the City's capacity building theory. Together, these 5 elements lead to the enhanced resilience, strength and impact of the sector.

CITY OF VANCOUVER'S CAPACITY BUILDING WORKING THEORY



A) *Equity, Inclusion and Experience are Embedded*

Organizations, programs and services that reflect the populations with whom they work and which place deep value on inclusive governance and the participant experience in program design are in a better position to:

1. Enhance organizational legitimacy with their communities, funders and policymakers,
2. Engage in continuous program changes that get at the 'right' social issues, i.e., those that are the most relevant to the communities they serve,
3. Plant the seeds of system change by placing equity at the centre and modelling the work of meaningful inclusion,
4. Create a culture that can better attract investment, a skilled workforce and skilled volunteers.

B) *Stable Organizational Foundation and Workforce:*

A stable and well-functioning organizational foundation, including an intentional investment in the organization's workforce and core operations, will lead to more effective programs and services, and provide the launching pad for organizations to achieve their mission.

C) *Telling the Story of Impact*

Organizations and sectors that have strong methods of evaluating their impact are better positioned to:

- communicate how they are making a difference to their key stakeholders;
- attract investment, a skilled workforce and skilled volunteers; and,
- influence policy and be more effective advocates.

D) Leadership that Amplifies Mission and Purpose

At the organizational level:

Leaders who understand their organization's role in the local ecosystem, who are supported to act as networkers and connectors, and who leverage the work of their organizations are best positioned to:

- Extend their organization's influence beyond the individuals they serve and into the larger community,
- Activate their mission and address systems-level social change

At the systems level:

The nonprofit sector is itself a complex system. As such, sectors that have strong representation through collective networks and mechanisms to present a unified voice on key issues are more effective at addressing system-level issues and at engaging in policy advocacy.

E) Affordable, Suitable Space and Infrastructure

Affordable, suitable and secure physical space is a major factor in creating program stability. But as the nature of work changes and as business administration practices evolve, affordable, suitable, secure IT infrastructure and the ability to collect and use data effectively is becoming critical for effective management and program delivery.