



BC's capacity-building grant-maker that strengthens not-for-profit organizations at their operating core.

Across the province, motivated not for profits and their funders continually seek the most effective means of improving skills, integrating learning and strengthening the finances of their mission driven organizations.

This past year, over 100 not for profits and a dozen funders found what they were looking for in the Centre's innovative organizational development programs that are combined with financial investments in operating sustainability.

2008/09 Program Improvements and Innovations

Better Use of Capacity Grants

We added scope to capacity projects by expanding how not-for-profits can utilize their grants.

As in the past, groups are using Centre grants to hire knowledgeable consultants and facilitators; they are also paying for professional development training programs or customized peer learning programs, buying time for management to engage in capacity projects or to invest in technology and systems.

A Transformational Project

Following its founding in 2003, the **BC Sustainable Energy Association** rapidly grew to eight active chapters across the province with a total membership of 700 people. With a staff of two, this success quickly made a manual communications and information system unsustainable.

The organization used a CFS Capacity Grant to hire a professional, online communications strategy firm which helped them plan a new, web-based system to better serve their membership and to train staff to use the new technology efficiently and effectively.

BCSEA leveraged both an implementation grant from another funder and significant volunteer contributions to get their new website built.

Some of the time-saving functions the new site provides to staff, is an online member registration, a donation function, a searchable sustainable energy directory, and tools to empower regional chapters to self-organize and collaborate.

"We've grown our membership and seen an increased level of donations in the months following the website launch. This was a transformational project for our organization."

Peter Ronald, BCSEA Provincial Coordinator



2008/09 Program Improvements and Innovations

Collective Leadership Development

We designed programs that promote peer learning by engaging clusters or cohorts of organizations at a similar developmental stage and that always call for the engagement of board/staff teams

Next Generation Arts Leadership Cohort

We supported a cluster of six small and medium-sized arts organizations to move out of start-up and into a critical growth phase.

The Next Gen project is assisting a group of organizations at a similar developmental stage to integrate improved leadership capabilities, increase organizational balance, and gain a community of leadership practice.

The project centers on each organization assembling a team of three individuals: the paid managerial leader, a member of the board and a non-board, non-staff supporter or stakeholder, to participate in six facilitated sessions over an eight-month period.

Sessions include case presentation and peer analysis, targeted training modules, small group interaction and full cohort enquiry and exchange

Each organization also receives a grant of \$16,000 - \$22,000 to invest in their organization's operational infrastructure.

*"I realize that a sustainable structure is absolutely necessary for our organization. Before this program, we paid very little attention to doing that. There was a focus on high profile program after high profile program without ensuring there was a structure to adequately support the programs." **Participating manager***

*"...within our team we much better understand the role of management and board within the organization and can better identify places where we can improve skills in each area. ..." **Participating board member***

2008/09 Program Improvements and Innovations

Customized Learning Cohorts

We added dimension by creating programs for groups of not for profits that share the same developmental issue.

Fundraising Cohort

The Fundraising Cohort brought together five newer arts organizations whose small staffs and boards have limited time for fundraising, very little private sector fundraising experience and the "chicken and egg" problem of needing to raise money to invest in fundraising.

In partnership with Andrea Seale of Blueprint Fundraising we designed and delivered a two day workshop that increased participants' fundraising skills and knowledge, involved multiple people from each organization, and helped them develop a fundraising action plan. Individual follow-up sessions for each organization will ensure they complete their action plans.

*"We could have accessed this kind of instruction somewhere else but we wouldn't have had the support and experience of the other organizations as well." **Participant Comment***

"Bringing together small groups at similar stages of organizational development was a very fertile process. Addressing individual group needs within the broader topics with practical exercises was very helpful. ."
Participant Comment

2008/09 Program Improvements and Innovations

Tap the Power of Networks to Build Capacity

We entered a new capacity arena to assist emerging networks.

Buying Change

Seven Columbia Shuswap social service organizations discovered the power of one by forming the Shuswap Community Resources Co-operative, to support member agencies in delivering inclusive, appropriate and timely social services to the communities of the Shuswap.

According to members of the group – which include the Shuswap Children’s Association, Shuswap and Area Family Emergency Society (SAFE), Shuswap Association for Community Living, Canadian Mental Health Association Shuswap Revelstoke Branch, Salmon Arm Partners in Community Leadership Shuswap Family Resource and Referral Society and the Eagle Valley Community Support Society – the creation of the co-op represents a big move forward in providing connected, wrap-around services in the area.

Smaller efficiencies, such as making bigger purchases when member societies need to buy the same items, or giving a part-time employee full-time employment by sharing their services, are also expected.

*"We could not have made this happen in the time frame it did without the help of the consultant we hired with a Cfs Capacity Grant", says **Eagle Valley Community Support Society Executive Director Janet McClean Senft**. "For small rural communities in particular, where "expert" advice does not always exist within the community, the grant literally bought change that would not have happened otherwise."*

2008/09 Program Improvements and Innovations

Tap the Power of Networks to Build Capacity

Metro Vancouver Aboriginal Executive Council.

Finding a Unified Voice

The Metro Vancouver Aboriginal Executive Council (MVAEC) is a group of 20 Aboriginal social service providers in the Metro Vancouver area that together constitute an experienced, committed and energetic not-for-profit leadership network. Through a Cfs supported planning process, the group has begun to work more effectively together and speak with a unified voice in their funding environments.

Successes so far:

In February 2009, the **Greater Vancouver Urban Aboriginal Strategy (GVUAS)** approached the MVAEC to ascertain the training needs of Aboriginal Community Organizations. **Vancouver’s Native Education College (NEC)**, a member of MVAEC, then undertook a GVUAS-funded needs assessment; the assessment comprehensively captures the learning needs of the executive leaders, frontline staff, volunteers, board and community members involved in Metro Vancouver’s Aboriginal social service agency delivery.

NEC is now working with the **Centre for Non Profit Development at University College of the Fraser Valley** and GVUAS, to design and deliver an Aboriginal oriented introductory non profit management training curriculum in October and January 2009.

MVAEC leaders have been invited to meet with **Ministry of Child and Family Development** officials to discuss how their network might support a more constructive interaction with agencies in the GVRD.

Most recently, MVAEC leaders have been assisting a provincial government ministry to provide mentorship and strategic counsel to support a positive outcome for a member agency facing challenges in keeping its doors open.

2008/09 Program Improvements and Innovations

Cultivate High-value Educational Partnerships

We cultivated and invested in partnerships with high value educational partners.

Volunteer Vancouver, an organization focused on building sustainability through people, has provided the well-researched, tested and relevant educational models, tools and processes for the Next Gen Arts Leadership cohort.

Andrea Seale, of **Blueprint Fundraising** worked with us to design and deliver our two day Fundraising 101 workshop for five arts organizations whose small staffs and boards have limited time for fundraising, very little private sector fundraising experience and the “chicken and egg” problem of needing to raise money to invest in fundraising.

Vancouver’s **Native Education College** is becoming a partner in developing and delivering Aboriginal-oriented board and management training

The Centre for Non Profit Management in Victoria has entered into a strategic planning process that will see our two organizations merging over the next year.

2008/09 Program Improvements and Innovations

Engage More Meaningfully with Funders

We were and are tremendously encouraged at the readiness of some of our funding colleagues to test new approaches with us and we thank them for investing in our innovation.

We attracted additional funds and positive support from several funders, notably from **Vancouver Foundation**, the **BC Arts Council** and the **City of Vancouver Office of Cultural Affairs**, for the Next Generation Arts Leadership pilot program, and from **Vancity** for the Metro Vancouver Aboriginal Executive Council.

All of our funders supported increasing the amount of capacity grants, which now range from \$2,500 – \$10,000 for individual organizations, up to \$20,000 for organizations working in a cluster or cohort, and up to \$30,000 for networks of organizations.

In each case, our funders got involved in our analysis and offered additional insights on how to maximize the use of resources already in the system.

These relationships are and we hope will continue to be an invaluable resource in advancing our mission.

Our Funders

\$250,000 +

Vancouver Foundation
Ministry of Aboriginal Relations and Reconciliation

\$75,000 +

BC Arts Council

\$50,000 +

City of Vancouver Cultural Affairs
United Way of the Lower Mainland

\$25,000 +

Vancity
City of Vancouver Social Planning
Bullitt Foundation

\$10,000 +

Capital Regional District (Victoria)
Seaview Fund

Looking Ahead

Become a first class capacity building resource for BC not for profits and their funders.

Over the next year, we will continue to work toward becoming a first class capacity building resource for BC not for profits and their funders.

Through our programs we will encourage not-for-profits to accept responsibility for their condition and the condition of the entire system, to propose plans for bettering it and to think about how their actions affect the sector's big picture.

We will also encourage funders to distribute more responsibility throughout the system, involve their client organizations in strategic decisions and above all, invest in people, processes and technology.

We will continue to combine our innovation with the innovation and expertise of others in BC's capacity field so we leverage every resource available to improve the sustainability of our not-for-profit organizations.

Respond to Increasing Demand

We are encountering increasing demand for our approaches at a provincial and regional level.

Provincial associations of non profits, regional funders and field-specific regional networks are requesting our assistance in designing and delivering capacity programs tailored to their local contexts, funding environments and community cultures.

We will continue to pursue our long-term goal of launching well-resourced capacity projects in every provincial region; we anticipate that this will involve identifying knowledge partners resident in each region as well as organizations that can become regional hubs of human resource capacity development.

We also plan to replicate a number of pilot programs that have had positive outcomes, including our Next Generation Arts Leadership cluster in a social services milieu, the Shuswap Social Services Co-op in additional social service locales and the Fundraising Cohort in all non profit settings.

Looking Ahead

Grow and Scale

We are looking to grow and scale over the next year.

Merger

As the first step in building a provincial platform of alliances and partnerships of capacity building resources, we are merging with **the Centre for Non Profit Management** in Victoria. This is a timely move for our two organizations as we share the goal of rapidly increasing the ability of the sector to meet the challenges of the next decade of transition and adaption to a new world of community building.

Enhance Funder Impact

We will also continue offer funders the opportunity of increasing their impact by pooling their funds and then using this pool to leverage additional public and private sector resources.

In working with funders, we will continue to apply these tried and true operating principles:

Provide 100% Accountability, offering funders an arms length relationship with an experienced and diligent capacity builder and grant maker.

Stand Close, as an independent 'third party' getting much closer to organizations than can their funders.

Advance the Capacity Field, collaborating with other leading capacity builders to increase the quality and standards of our emerging field.

Looking Ahead

The board and management of the Centre for Sustainability bring deep and diverse experience in designing, delivering and funding not-for-profit capacity building.

We are energized by what we've achieved and learned this past year. We look forward to another year of leading a significant effort to advance the capacity of our sector.

Board of Directors

Chair
Tim Beachy, CEO
United Community Services Co-op

Secretary/Treasurer
Colleen Kelly, Executive Director
Volunteer Vancouver

Ray Gerow
President and CEO
Aboriginal Business Development Centre
Prince George, BC

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Past President, Shuswap Community Foundation
Administrator Emeritus, Okanagan University College
Salmon Arm, BC

Staff

Kathleen Speakman, Executive Director
Juliet Correia, Program Director

Arts Organizations	Geographic Reach	Capacity Project	Grant
Campbell River Children's Choir	Campbell River	Organizational assessment	1,500
CineVic Independent Filmmakers	Victoria	Strategic planning	5,000
Contemporary Art Gallery	GVRD	Benchmarking tool development	3,000
Dr Sun Yat-Sen Garden	GVRD	Fundraising planning	6,500
DreamRider Theatre	Vancouver	Board & Staff Leadership Training & Development	2,500
Gulf of Georgia Cannery	Vancouver	Organizational assessment	2,000
Kaleidoscope Theatre	Victoria	Strategic planning	2,800
Kamloops Arts Council	Kamloops	Strategic planning	8,000
Malaspina Printmakers	Vancouver	Strategic planning	8,000
MediaNet	South Vancouver Island	Strategic planning	5,000
Oxygen Art Centre	West Kootenays	Organizational assessment	1,400
Open Space Arts	South Vancouver Island	Strategic planning	8,000
Presentation House Theatre	North Vancouver	Board & Staff Leadership Training & Development	2,500
Radix Theatre	Vancouver	Strategic planning	5,780
Rossland Council for Arts and Culture	Rossland	Strategic planning	2,050
Rossland Mountain Film Festival	Rossland	Organizational assessment	1,250
Art Starts in Schools	BC	Strategic planning	6,500
Dancing on the Edge Festival	GVRD	Board & Staff Leadership Training & Development	2,500
Theatre Replacement	Vancouver	Organizational assessment	3,000
Vancouver Jewish Film Festival	GVRD	Organizational assessment	3,000
Vancouver Out On Screen	GVRD	HR Assessment and planning	8,000
Fundraising Cohort			10,000
Vancouver Latin American Film Festival	GVRD		
Music on Main	Vancouver		
Pi Theatre Productions	Vancouver		
Theatre Terrific	Vancouver		
Fraser River Discovery Centre	GVRD		
Next Gen Arts Leadership Cohort			
Musica Intima Vocal Ensemble	National	Organizational Leadership Development	19,000
Electric Company	National	Market Development	18,000
Vancouver Out on Screen	GVRD	HR Systems Implementation	23,000
Turning Point Ensemble	Vancouver	Organizational Systems Implementation	14,000
Gallerie Gachet	Vancouver	Organizational Leadership Development	16,000
New World Theatre	National	Co-location planning and implementation	17,000

Social Services Organizations	Geographic Reach	Capacity Project	Grant
BC Council for Families	BC	Communications planning	10,000
BC Epilepsy Society	BC	Strategic planning	5,400
Bridges for Women Central Okanagan	South Vancouver Island	Fundraising planning	9,000
Elizabeth Fry Cerebral Palsy Association of BC	Central Okanagan	Fundraising planning	7,000
Fireweed Collective	BC	Marketing planning	3,500
First Call: For Child and Youth Advocacy Coalition	Peace River	Strategic planning	8,500
Tonari Gumi (Japanese Community Volunteers)	BC	Fundraising planning	7,500
Kindale Developmental Association	Vancouver	Strategic planning	3,300
Kootenay Kids Learning Disabilities Association of BC	Okanagan	Strategic planning	10,000
Marpole Oakridge Family Place	West Kootenays	Strategic planning	900
Parkgate Community Services	GVRD	Fundraising planning	4,000
RainCity Housing and Support	Vancouver	Board Development	3,000
St. James Community Services	GVRD	Strategic planning Fundraising	5,000
Terrace and District Community Services	Vancouver	Diversity/Access planning	10,000
Umoja Operation Compassion	Vancouver	Fundraising planning	10,000
YouthCO Alliance	Northwest/Queen Charlottes	Strategic planning	10,000
	GVRD	Board Development	3,000
	Vancouver	Strategic planning	8,500
Community Futures Okanagan Similkameen (Cluster Project)			
<i>Cluster</i>	Okanagan	Co-location planning	5,190
South Okanagan Women In Need Society			
Penticton & Area Women's Centre			
South Okanagan Victim's Assistance Society			
South Okanagan Wellness Centre			
South Okanagan Immigrant Services			
Rotary Okanagan Children's Festival			
Mount Pleasant Family Centre (Cluster Project)			
<i>Cluster</i>	Vancouver	Partnership planning	10,000
Mount Pleasant Family Centre			
Eastside Family Place			
Marpole Oakridge Family Place			
South Vancouver Family Place			
West Side Family Place			

Environmental Organizations	Geographic Reach	Capacity Project	Grant
Dogwood Initiative	South Vancouver Island	Web 2.0 planning	8,000
Farm Folk/City Folk Society	GVRD	Strategic planning	5,000
Habitat Acquisition Trust	South Vancouver Island	Strategic planning	5,000
Invasive Plant Council of BC	BC	Strategic planning	8,000
Light House Sustainable Building Centre	BC	Strategic planning	5,000
Rivershed Society of BC (RSBC)	BC	Fundraising planning	5,000
Smart Growth BC	BC	Strategic planning	8,001
Stanley Park Ecology	Vancouver	Systems and IT planning	7,000
East Kootenay Conservation Program			
<i>Network</i>	East Kootenay	Leadership Development	10,000
Canadian Intermountain Joint Venture			
Canadian Wildlife Service			
Canal Flats Wilderness Club			
Chinook Institute			
Columbia Basin Environmental Education Network			
Columbia River Greenways Alliance			
Columbia Valley Botanical Garden			
Columbia Valley Community Action for Responsible Development			
Creston Valley Wildlife Management Area			
Ducks Unlimited			
East Kootenay Land Trust			
East Kootenay Livestock Association			
East Kootenay Wildlife Association			
Elk Valley Stewardship Society			
Elkford Rod and Gun Club			
Fernie Rod and Gun Club			
Friends of the Columbia Wetlands Society			
Grassland Conservation Council of B.C.			
Jumbo Creek Conservation Society			
Kirksland Society			
Kootenay Livestock Association			
Kootenay River Network			
Kootenay Wildlife Heritage Fund			
Ktunaxa-Kinbasket Tribal Council			
Lake Windermere Rod and Gun Club			
Nature Conservancy of Canada			
Rocky Mountain Naturalists			
Rocky Mountain Trench Natural Resources Society			
Trench Bighorn Sheep Committee			
The Land Conservancy of BC			
The Nature Trust of BC			
Wildsight			
Windermere District Farmers Institute			
Wings Over the Rockies			

Aboriginal Organizations	Geographic Reach	Capacity Project	Grant
Cariboo Friendship Centre Sta'Iha'lem (Head of the Lake) School	Cariboo Chilcotin	Strategic planning	6,500
Hulitan Social Services	Howe Sound South Vancouver Island	Strategic planning HR training program	10,000
It's Up To You Recovery House	Vancouver	Organizational assessment and action planning	3,250
Knowledgeable Aboriginal Youth	Vancouver	Organizational planning	10,000
Kootenay Aboriginal Business Advocates	East Kootenay	Strategic planning	8,440
Namgis Treatment Centre	North Vancouver Island	Strategic planning Board development and action planning	10,000
QQS (Eyes) Projects Society Saanich First Nations Adult Car	Cariboo Chilcotin South Vancouver Island	Organizational assessment	2,835
Spirit of the Children Native Courtworker and Counselling Association of BC	New Westminster BC	Strategic planning	9,500
Vi Fineday Family Shelter Upper Island Women of Native Ancestry To complete an	Vancouver North Vancouver Island	Capital project planning Organizational assessment	10,000 3,000
Metro Vancouver Aboriginal Executive Council <i>Network</i>	GVRD	Strategic planning	32,700
Aboriginal Mother's Centre			
Aboriginal Community Careers Employment Services Centre			
Circle of Eagles Lodge Society			
Cwenengitel Aboriginal Society			
EAGLE			
Federation of Aboriginal Foster Parents			
First Nations Employment Society			
Helping Spirit Lodge Society			
Knowledgeable Aboriginal Youth			
Kla-how-Eya			
Lu'ma Native Housing Society			
Métis Family Services			
Native Courtworker and Counselling Association of BC			
Pacific Association of First Nations Women			
United Native Nations			
Urban Native Youth Association			
Vancouver Native Health			
Vancouver Aboriginal Transformative Justice Services			
Vancouver Aboriginal Friendship Centre Society			
Vancouver Aboriginal Child and Family Services			
Vancouver Native Housing			
Walk Bravely Forward			
Native Education College			

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