



**Arts Partners in Organizational Development
(ArtsPOD)**

Fall 2008 Program Description and Guidelines

A Program of:

the Centre for
SUSTAINABILITY

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

www.centreforsustainability.ca

Funded by:

British Columbia Arts Council, Capital Regional District, City of Vancouver,
Ministry of Tourism, Culture and the Arts & Vancouver Foundation

Application Deadline: Friday October 24, 2008

What is Arts Partners in Organizational Development (ArtsPOD)?

ArtsPOD, a program of the Centre for Not-for-Profit Sustainability, provides grants to arts and heritage not-for-profit organizations in British Columbia to help them develop their leadership and achieve true capacity. ArtsPOD funding enables groups to work with an experienced facilitator, consultant or mentor, obtain training or attend workshops, and free up senior management's time to enhance organizational effectiveness by:

- Analysing programs, management, governance, resources, and systems
- Increasing planning capacity and building planning into ongoing operations
- Strengthening governance and management practices
- Developing strategies to address identified needs

Success Factors in Building Sustainability: Two Key Concepts

1. Leadership Development

At the Centre for Not-for-Profit Sustainability we recognize the importance of the following to advancing an organization's change agenda:

- the potential impact of a wide range of actors,
- the usefulness of a diverse range of knowledge resources, and
- the value of hands-on learning.

Therefore, our programs are designed to:

- Nurture collective leadership; by this we mean highly involved, team-based organizational development activities.
- Encourage complementary learning activities; by this we mean combining professional consultancies with participation in related skills training or workshops.
- Promote "action learning" or "learning-by-doing"; by this we mean subsidizing senior managers for the time they invest in planning processes on behalf of their organization.

2. True Capacity

We believe that an organization possesses capacity when it has the right skills, the right attributes and sufficient resources to accomplish its mission at each developmental stage.

We define optimal capacity as a group's ability to achieve alignment across five infrastructure dimensions – programs, management, governance, resources, and systems – for each stage in their lifecycle.

We believe this framework gives staff, volunteers and board members the chance to look at a change agenda within their own current scope and scale, disarm challenging issues and carry out realistic and achievable change agendas.

Who can apply?

ArtsPOD is available to arts and heritage organizations that are registered not-for-profit societies or co-operative associations in good standing in the Province of British Columbia. It is very important that you correctly provide your organization's society or co-operative associations 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

Who is NOT eligible?

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

What activities are funded?

ArtsPOD assistance is intended to support the development of plans and planning capacity, in arts and heritage organizations in BC. There are 2 funding components, as follows (choose one only):

1. Organizational Assessment: Getting the Picture

For: Organizations in start-up and/or growth stages.

Profile: There may be high energy provided by the vision of a founder, and there will be a board of directors that is loosely formed, occasionally providing informal advice and sometimes, one-off technical expertise.

Other groups in this segment may be characterized by having begun to establish a presence in the marketplace but lacking an organizational structure and resource capacity to meet demand; the board of directors may be beginning the transition to a committed, objective group who understand they are responsible for the entity.

About Organizational Assessment

A first step toward *managing* rather than *experiencing* evolution at this stage is to gather the group of primary stakeholders – (this will include at least the managerial leader and a minimum of two board members) – and carry out a facilitated organizational assessment process.

The Organizational Assessment offers organizations a simple benchmarking tool that guides them through an analysis of their programs, management, governance, resources, and systems.

Grants can be used for the costs:

- Of a facilitator to help the group work through the assessment, evaluate the resulting picture, choose one or more areas to strengthen and outline a short-term plan of action.
- Of travel for out-of-town facilitators

Financial limit: generally up to \$3,000, depending on the organization's geographic location and budget size.

Successful completion: a written short-term action plan outlining what will be done, by whom and by when. The project must be completed within one year of approval of the grant.

2. Intensive Planning Consultancy: Getting in Sync

For: Organizations at any other lifecycle stage – growth, established, decline, turnaround – that have become aware of the need for a focused planning process.

Profile: Organizations will have identified the value of aligning their infrastructure dimensions to better fit the stage they are in or to help shift them to a stage that better fits their emerging scope and scale.

Organizations will have engaged in planning activity within the past two years and demonstrate clear motivation and readiness to enter into a strategic thinking process.

About the Intensive Planning Consultancy

This program supports strategic, financial, governance, human resources (including succession and diversity), fundraising, marketing, communications, technology, and systems – *planning* – or any combination thereof.

Consultancies are also encouraged to facilitate planning for collaborations or mergers, significant reduction or expansion of services and leadership transitions or significant changes in management structure.

Specifically, organizations will need to present:

- A clear and compelling expression of their rationale for engaging in the process.
- Evidence that the process will be inclusive and involve the relevant stakeholders.
- Anticipated outcomes that will strengthen the organization.
- Evidence of a reasonably comprehensive selection process for the consultant/mentor/training.
- A budget that is appropriate for the project's size and scope.

Grants can be used for the costs:

- Of qualified consultants and/or mentors to provide expertise to and facilitate the process
- Of travel for out-of-town consultants/mentors
- For board and/or staff to attend training or participate in workshops directly related to the project
- Of management time devoted to the project (up to 25% of the total grant amount)

Financial limit: grant amounts vary depending upon the proposal and the organization's budget, and are awarded up to a maximum of \$10,000.

Organizations with an annual budget of \$1 million or more will be expected to contribute at least 50% of total project costs.

Successful completion: a written plan outlining issues to be addressed, the strategies that will be employed, timelines, budget and accountabilities. The project must be completed within one year of approval of the grant.

What is NOT eligible for ArtsPOD 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)
- Ongoing operational costs
- Mentoring individual artists
- Capital projects
- Implementation activities arising from planning
- Retroactive requests
- Room rental, food, beverage or incidental costs associated with organizational development activities
- Incomplete or late applications

Can an organization receive ArtsPOD funding more than once?

Yes, but no more than 3 times in a 5-year period.

What are the reporting requirements?

All ArtsPOD grant recipients are required to submit an evaluation report, and to provide a copy of the report generated by the organizational assessment or planning process. Reporting guidelines are provided to successful applicants upon the approval of their ArtsPOD grant. Failure to submit a report in a timely manner will make an organization ineligible for future funding.

How are grants disbursed?

The grant will be disbursed in full upon notification to the Centre that your project has commenced. Should a grantee not use all of the funding, the balance must be returned so that it may be disbursed in future grant cycles.

How does an organization apply?

- Interested organizations can obtain a copy of the Instructions and Application Form (separate forms for Organizational Assessment and Intensive Planning Consultancy) and Frequently Asked Questions documents from the ArtsPOD page of our website.
- If you have questions about the suitability of your project or about the application process in general, please contact Juliet Correia, Programs Director at the Centre for Sustainability. Discussing your proposed project prior to application will help ensure your project is a match with the program, save you time and assist in making your case effectively.

Please ensure that you:

- Complete all sections of the relevant application form.
- Include all **required** attachments.
- Make your submission by midnight on **Friday, October 24, 2008**.
- [Email](#) your application to Juliet Correia, Programs Director.