

# Community Initiatives Program (CIP) Organizational Development and Collaboration (ODC) Grant Individual Organizations Sample Application

**This sample application is for information only.**

The official application is available in, and submitted through, [GATE Front Office](#).

## Checklist

To make sure the application is processed as quickly as possible, and to **avoid it being cancelled**, complete, check, and/or attach the following items, as required, before submitting the application:

- The organization is in good standing under an incorporation body. If unsure of its standing, contact the body through which it is registered:
  - Alberta Corporate Registry at 780-427-7013
  - Canada Revenue Agency - Charities search at [https://apps.cra-arc.gc.ca/ebci/hacc/srch/pub/dsplyBscSrch?request\\_locale=en](https://apps.cra-arc.gc.ca/ebci/hacc/srch/pub/dsplyBscSrch?request_locale=en)
- All accounting and reporting requirements for any previous Government of Alberta funding has been completed. Organizations with outstanding Arts, Culture and Status of Women reporting will not be considered for new funding until their outstanding accounting and reporting requirements have been satisfied. If you are unsure if the organization has any outstanding reporting, contact Community Grants Accounting at [CGaccounting@gov.ab.ca](mailto:CGaccounting@gov.ab.ca).

## Mandatory documents to include

- Financial statements (audited or unaudited) or Council Resolution signed by two individuals with signing authority for the organization. Financial statements must be for the applicant's **most recent full fiscal year**. At a minimum, financial statements must include:
  - Statement of Financial Position (also known as a Balance Sheet)
  - Statement of Operations (also known as a Statement of Revenues and Expenses or an Income Statement)

**NOTE:** A Financial Eligibility Worksheet is included later in this application. If the financial information entered in it will be based on the applicant's **interim financial statement period** (a period of time between the end of its most recent full fiscal year and the time this application is submitted) rather than its most recent full fiscal year, interim financial statements for this time period must also be included **in addition to** the most recent full fiscal year financial statements. As above, these financial statements must include, at a minimum, a Statement of Financial Position and a Statement of Operations.

- Quotes or sources of estimates for each activity.
- Job description of each staff position for which funding is requested (if any).
- Current list of board members including name, position, phone number, and email address.
- Application for Electronic Payment form, located at <https://formsmgmt.gov.ab.ca/Public/ADMNSA12554.xdp>
- Void cheque or pre-printed bank direct deposit form with the same account number as the Application for Electronic Payment form

## Additional information that may be included

- Letters of support or testimonials that provide support for the organization and/or support for its proposed organizational development action plan, if the organization requires demonstration of need.
- If you would like to provide additional information related to any of the sections in this application or if there is other information that is relevant to the application, submit it on a separate document along with your application.

## Organization Information

### 1. Incorporated (legal name) of organization

### 2. How is the organization registered?

See the Eligibility Requirements section of the [CIP Organizational Development and Collaboration Guidelines](#).

### 3. Registration number

### 4. Registration date

## Organization Contact Information

Please note that only the organization's contacts listed below may request specific information about the grant application. Two **different** contacts are required.

- Is the legal signing authority also the primary contact for the application?  YES  NO.

### 5. Legal signing authority:

- a) Name:
- b) Position title within the organization:
- c) Daytime phone number:
- d) Email address:

### 6. Second contact:

- a) Name:
- b) Position title within the organization:
- c) Daytime phone number:
- d) Email address:

### 7. Organization's address:

- a) Physical address - Include street address, municipality, province, and postal code
- b) Mailing address, if different from physical address above - Include street address / PO Box number, municipality, province, and postal code

## Current Organizational Capacity

8. What is the mission and purpose of the organization?

9. Who does the organization serve?

Choose the **one** group that best fits:

- |                                             |                                                    |
|---------------------------------------------|----------------------------------------------------|
| <input type="checkbox"/> General Public     | <input type="checkbox"/> Seniors                   |
| <input type="checkbox"/> Women              | <input type="checkbox"/> Men                       |
| <input type="checkbox"/> Indigenous Persons | <input type="checkbox"/> Persons with Disabilities |
| <input type="checkbox"/> 2SLGBTQQIA+        | <input type="checkbox"/> Gender Non-binary         |
| <input type="checkbox"/> Children/Youth     | <input type="checkbox"/> Newcomers                 |
| <input type="checkbox"/> Girls              | <input type="checkbox"/> Boys                      |
| <input type="checkbox"/> Other:             |                                                    |

10. What programs/services/activities does the organization provide to the community?

11. What was the average monthly number of programs/activities/services offered by the organization in the last 12 months?

12. What was the average monthly number of clients/participants served by the organization in the last 12 months, including repeat visits by the same individuals?

13. What was the average monthly number of clients/participants served by the organization in the last 12 months, counting each person only once per year, even if they used the services multiple times?

14. What is the organization's current service level?

a) Does the organization currently have a waitlist for any of its programs or services?

- Yes  No  N/A

**If yes**, how many individuals are currently waiting?

b) On average, how many days do clients/participants wait to access programs or services?

Average number of days:

c) Has the organization reduced or suspended any programs or services in the past 12 months due to capacity constraints (e.g. staffing, funding, space)?

- Yes  No

**If yes**, briefly explain.

**15. How does the organization avoid unnecessary duplication of programs or services in the community or sector?**

**16. How many current human resources does the organization have?**

- a) Volunteers:
- b) Full-time employees:
- c) Part-time employees:

**17. To what extent do you feel the organization currently has sufficient resources to maintain its operations?**

Indicate your response for each category of resources on a scale of 0% to 100%, where 0% is no resources and 100% is fully resourced. If a category is not applicable to the organization, enter N/A.

- a) Staff \_\_\_\_\_/100
- b) Volunteers \_\_\_\_\_/100
- c) Skills \_\_\_\_\_/100
- d) Technology \_\_\_\_\_/100
- e) Equipment \_\_\_\_\_/100
- f) Materials \_\_\_\_\_/100

Other(s) – e.g. Transportation, appropriate venue, sufficient space, access to professional supports (marketing, accounting, legal), etc.

Other \_\_\_\_\_/100

Other \_\_\_\_\_/100

**18. How do you evaluate the following aspects of accessibility of the organization’s services, programs, and/or activities?**

Provide your response below based on a scale of 0 to 10, where 0 is “No access provided” and 10 is “Full access provided”.

a) Physical access: Refers to the design and features that allow individuals to easily reach, enter, and use spaces or services. Can relate to physical features of the building, the time of day when programs are offered, and how often they are offered.

\_\_\_\_\_/10

b) Geographic access: Refers to how easily people can reach services or locations from their homes or other places, often measured in terms of distance and travel time.

\_\_\_\_\_/10

c) Cultural access: Refers to the intentional design of engagement processes and tools that resonate with and respect the cultural norms, values, and communication styles of participants from all backgrounds and communities.

\_\_\_\_\_/10

d) Economic access: Refers to the ability to access programs, services, activities, resources, supports, benefits, opportunities, etc. regardless of a person's financial situation.

\_\_\_\_/10

e) Language access: Refers to designing programs, services, and activities to be offered in plain language, include multiple languages (e.g. translation, interpretation, in-language facilitation, multiple modes of access), meet people's access needs (e.g. closed captions, sign language interpretation), and honour and celebrate people's cultures.

\_\_\_\_/10

f) Digital access: Refers to improved participation in and enhanced inclusivity of programs, services, and activities by designing them to be accessed digitally, such as through websites, mobile apps, virtual platforms, and electronic documents, and doing so in a way that everyone, including those with disabilities and those in remote locations, can access and interact with them.

\_\_\_\_/10

**19. How prepared is the organization to respond to unexpected or emerging challenges? E.g.**

Loss of majority of board members, flood or fire in facility, significant loss of funding revenue, loss of senior management.

- Not at all prepared
- Slightly prepared
- Moderately prepared
- Well prepared
- Very well prepared

**20. What preparedness measures does the organization have in place currently?**

Select all that apply.

- Planning for uncertainty and potential disruptions
- Identifying emerging challenges
- Contingency and risk management planning
- Systems to detect and track emerging issues  
e.g., environmental scans, community feedback
- Mechanisms for adapting operations to maintain service delivery  
e.g., staff cross-training, flexible models, diversified revenues
- Access to emergency funds or flexible financial reserves
- Established partnerships to respond collectively to crises or disruptions  
e.g., Memorandum of Understanding, mutual aid agreements
- Other (specify):

## Outcomes

As described in the Outcomes section of the [CIP Organizational Development and Collaboration Grant Guidelines](#) and in the [Resource Document for Individual Organizations](#), grant recipients will be expected to meet **at least one** of the program's outcomes listed below.

**All organizations** must meet the outcome:

- Organizations strengthen capacity to sustain and improve services that respond to community needs.**

Additional outcomes below may also be selected, with no limit on the number of outcomes supported.

Applications will be evaluated, in part, on demonstration of alignment with the chosen outcome(s) and associated evaluation criteria.

Recipients will be required to report on the outcome(s) achieved at the end of the grant period.

### 21. Check any additional outcome(s) the organization plans to meet.

- Organizations increase employment and volunteer opportunities.
- Organizations help ensure that Albertans can access the programs and services they need.
- Organizations are prepared to address emergent challenges in their area of operations or in the greater community.

### 22. Does the organization have a system in place to track data needed to report on outcome achievement?

- YES  NO

If yes, what is the system?

### 23. Answer the following questions related to the outcome, "Organizations strengthen capacity to sustain and improve services that respond to community needs."

- a) What measures will the organization take to ensure the benefits of capacity development are sustained after the grant term?
- b) How does the organization anticipate the funded activity/activities will contribute to its long-term sustainability?

### 24. If you selected outcome, "Organizations increase employment and volunteer opportunities," answer the following questions:

- a) How many new staff members does the organization intend to employ as a result of this grant? If it does not intend to increase staff, indicate zero (0).

Full-time:

Part-time:

Temporary:

b) How many new volunteers does the organization intend to engage as a result of this grant? If it does not intend to increase volunteers, indicate zero (0).

Full-time:

Part-time:

Temporary:

c) How many additional volunteer hours **within the term of the grant** does the organization anticipate will be contributed as a result of this grant?  
If it does not intend to increase volunteer hours, indicate zero (0).

Hours:

d) If applicable, describe how this grant is expected to help in retaining staff, board members, or volunteers. If not applicable, enter N/A.

**25. If you selected outcome, “Organizations help ensure that Albertans can access the programs and services they need,” answer the following questions:**

a) Will the organization create new services/programs/activities and/or strengthen the existing ones?

YES  NO

**If yes, elaborate.**

b) Will the organization increase the use of its services/programs/activities?

YES  NO

**If yes, how?**

c) Which of the following aspects of accessibility of services/programs/activities does the organization intend to improve and how does it intend to improve them? Select all that apply.  
NOTE: Question 18 addresses the organization’s current state. This question addresses intended improvements as a result of grant funding.

Physical access                      How?

Geographic access                      How?

Cultural access                      How?

Economic access                      How?

Language access                      How?

Digital access                      How?

N/A

**26. If you selected outcome, “Organizations are prepared to address emergent challenges in their area of operations or in the greater community,” answer the following question:**

What steps does the organization intend to take to prepare for unexpected or emerging challenges?  
NOTE: Questions 19 and 20 address the organization’s current state. This question addresses challenges you think may arise.

**27. In addition to the outcomes listed above, does the organization aim to achieve any other outcomes specific to the funded action plan?**

YES  NO

If **yes**, for each additional outcome, list:

- Outcome statement:
- Indicator/measure:
- Data source:
- Current baseline data for the indicator:

## Financial Criteria Requirements

### Financial Eligibility Worksheet tips

- Per the Financial Criteria Requirements section of the [guidelines](#), the eligible funding request is calculated based on the eligible matching revenue listed in the organization's financial statements and the expenses in the action plan budget.
  - The maximum funding request cannot exceed 50% of the organization's eligible revenue, up to \$50,000, as calculated in the Financial Eligibility Worksheet, or the action plan budget costs, whichever is lower.
- Funding eligibility is based on either the most recent complete fiscal year OR the interim financial statement period.
  - Applicants that meet the financial criteria requirements in the most recent complete fiscal year do **not** need to also enter revenue for the interim financial statement period in the Interim Financial Statement column of the worksheet.
- Enter information in the non-coloured areas of the chart.
  - Volunteer Hours will automatically calculate at \$20 per hour.
- Do NOT include Government of Alberta support of the organization, which is not an eligible matching revenue source per the *Financial Criteria Requirements* section of the CIP Organizational Development and Collaborative Funding Guidelines.
- Do NOT include anticipated or projected revenue, support, and volunteer hours.
- Only ACTUAL cash revenues, donated or non-cash services, and volunteer hours realized by the organization up to the application deadline can be used. These must be verifiable by financial statement and/or explanation.
- Clarification of Donated or Non-Cash Services for amounts over \$1,000 must be provided on the worksheet or explained within the application. If necessary, you may provide the explanation in an additional document submitted along with the application.

Contact Community Grants at 1-800-642-3855 or [CommunityGrants@gov.ab.ca](mailto:CommunityGrants@gov.ab.ca) if you require assistance determining the organization's financial eligibility.

# Financial Eligibility Worksheet

	Most Recent Complete Fiscal Year	OR	Interim Financial Statement
Date of Financial Statements:	<input style="width: 100%;" type="text"/>		<input style="width: 100%;" type="text"/>

**A. Eligible CASH Fundraising Revenue from the revenue section of Financial Statements**  
*DO NOT include program, membership, fee for service, interest, or Government of Alberta-based revenue.*  
**Examples:**

Community/Family/Private Foundation grants		
United Way grants		
Casino/bingo revenue		
Corporate Donations		
Private Donations		
Fundraising events		
Facility rental		
Other revenue (list below):		
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
<b>Total Eligible Cash Fundraising Revenue</b>	<b>\$0</b>	<b>\$0</b>

**B. Donated or Non-Cash Services**  
*DO NOT include Government of Alberta-based donated or non-cash services.*  
**Examples:**

Capital donation (e.g. chair, computer, lease)		
Accounting/administrative services		
Photocopying		
Rent		
Other (list below):		
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
<b>Total Value Donated &amp; Non-Cash Services</b>	<b>\$0</b>	<b>\$0</b>

**C. Volunteer Hours**

	#	Flat rate of \$20/hr	#	Flat rate of \$20/hr
<b>Examples:</b>				
Board meetings	<input style="width: 50%;" type="text"/>	\$0	<input style="width: 50%;" type="text"/>	\$0
Committee/event/planning meetings	<input style="width: 50%;" type="text"/>	\$0	<input style="width: 50%;" type="text"/>	\$0
Fundraising: casino/bingo/events	<input style="width: 50%;" type="text"/>	\$0	<input style="width: 50%;" type="text"/>	\$0
Administrative work	<input style="width: 50%;" type="text"/>	\$0	<input style="width: 50%;" type="text"/>	\$0
Facility maintenance	<input style="width: 50%;" type="text"/>	\$0	<input style="width: 50%;" type="text"/>	\$0
Program delivery	<input style="width: 50%;" type="text"/>	\$0	<input style="width: 50%;" type="text"/>	\$0
Other (list below):				
<input style="width: 100%;" type="text"/>	<input style="width: 50%;" type="text"/>	\$0	<input style="width: 50%;" type="text"/>	\$0
<input style="width: 100%;" type="text"/>	<input style="width: 50%;" type="text"/>	\$0	<input style="width: 50%;" type="text"/>	\$0
<input style="width: 100%;" type="text"/>	<input style="width: 50%;" type="text"/>	\$0	<input style="width: 50%;" type="text"/>	\$0
<b>Total Value of Volunteer Hours</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>

<b>Total Financial Eligibility (Sum of A + B + C)</b>	<b>\$0</b>	<b>\$0</b>
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**28. If the organization has a current cash surplus, cash reserves, or unrestricted cash assets, explain how the organization plans to use the funds.**

**29. If the organization has a current operating or accumulated deficit, explain how the deficit was acquired and the plan for reducing or eliminating it.**

**30. What are the current funding sources for the organization?**

- own revenue
- social enterprise
- individual donors
- corporate sponsorships
- foundations
- government funding - If the organization received government funding in its last fiscal year, how much did it receive from:
  - a) The Government of Alberta? Along with the amount, indicate the ministry/department, funding program, and if it is ongoing or one-time funding.
  - b) The Government of Canada? Along with the amount, indicate the ministry/department, the funding program, and if it is ongoing or one-time funding.
  - c) The municipal government(s)? Along with the amount, indicate the municipality, department, the funding program, and if it is ongoing or one-time funding.
- other (specify):

# Organizational Capacity Assessment Tool

## Purpose and Context

This assessment tool enables applicants to engage in a self-reflective process to identify capacity strengths and weaknesses and develop a concrete action plan of organizational development activities to strengthen their organization.

Through this assessment, organizations will rate themselves on a variety of capacity elements organized into four sections:

- **Strategic Leadership Capacity:** The ability of the organization's leaders to inspire, prioritize, provide direction, and innovate.
- **Adaptive Capacity:** The ability of the organization to monitor, assess, and respond to internal and external change to improve its performance, relevance, and impact.
- **Management Capacity:** The ability of the organization to ensure the effective and efficient use of organizational resources.
- **Operational Capacity:** The ability of the organization to implement key organizational and programmatic functions.

Organizations are strongly encouraged to critically reflect on and honestly score themselves against the capacity indicators in the assessment tool. The purpose of the assessment is to help applicants identify opportunities to strengthen their organization or collaborative and to set priorities for capacity development.

*NOTE: Assessment responses will not impact funding decisions.*

## Instructions

### Step 1: Complete the Assessment Tool

- For each capacity element, identify the description that best describes the organization's current status or performance.
- If indicators from more than one description apply, select the description that is most closely aligns with the organization's overall status and record the associated score (Basic = 1, Moderate = 2, Robust = 3) in the right-hand scoring column.
- If there is strong alignment with two descriptions and a single score cannot be determined, half scores (e.g., 1.5; 2.5) may be used.
- Organizations are encouraged to seek input from board members, management, staff, and volunteers when completing the assessment.
- Community Grants staff are available to answer questions regarding this assessment tool. For assistance, contact [CommunityGrants@gov.ab.ca](mailto:CommunityGrants@gov.ab.ca) or 1-800-642-3855.

### Step 2: Identify Capacity Development Priorities

- Once the assessment has been completed for all four capacity areas, review the capacity elements that were scored "Basic (1)" or "Moderate (2)" and determine which capacity elements the organization or collaborative would like to focus on developing in the next two years.
- Prioritize **one to three** capacity elements for development.

### Step 3: Select One to Three Capacity Elements

- After selecting one to three capacity elements, complete the section following the Assessment Tool.
- Use the indicators from this assessment tool to identify strategies for building capacity.

## Strategic Leadership Capacity: The ability of the organization's leaders to inspire, prioritize, provide direction, and innovate.

Capacity Element	Level 1 – Basic	Level 2 – Moderate	Level 3 – Robust	Score (1 - 3)
Mission and Vision.	<ul style="list-style-type: none"> <li>There is informal expression of the organization's reason for existence and some understanding of what the organization wants to achieve in the future.</li> <li>A clear direction and purpose lacks broad agreement or rarely referred to.</li> </ul>	<ul style="list-style-type: none"> <li>There is a clear, written, expression of organization's reason for existence (Mission) and what the organization wants to achieve in the future (Vision).</li> <li>Mission and Vision are referred to by many within the organization.</li> <li>Mission and Vision are included in the organization's informational material.</li> </ul>	<p>Mission and Vision are:</p> <ul style="list-style-type: none"> <li>Clear, specific, and compelling for internal staff and external stakeholders.</li> <li>Regularly reviewed and updated.</li> <li>Frequently referred to, used in informational material, and used to inform decision-making and set priorities.</li> </ul>	
Overarching goals and performance targets.	<ul style="list-style-type: none"> <li>There are goals in place for some areas of the organization.</li> <li>Some performance targets are in place, but focus is on outputs (e.g. participant numbers).</li> <li>Board and staff may not consistently know about or adopt performance targets.</li> </ul>	<ul style="list-style-type: none"> <li>There are goals in place for all areas of the organization.</li> <li>Strategies have been developed to implement goals.</li> <li>Performance targets are in place for all goals.</li> <li>Key leaders adopt and work towards performance targets.</li> </ul>	<ul style="list-style-type: none"> <li>Goals for all organizational areas are long-term, outcome-based, and linked to Mission and Vision.</li> <li>There are clear annual milestones set for each goal.</li> <li>There is a set of challenging outcome-based performance targets for goals and other areas.</li> <li>Board and staff consistently adopt and work towards performance targets.</li> </ul>	
Board governance, composition, and engagement.	<ul style="list-style-type: none"> <li>The board reviews the budget and participates in setting the organization's direction.</li> <li>The board provides input when solicited from senior leadership.</li> <li>The board creates and functions according to bylaws and policies.</li> <li>Organization experiences regular turnover of board members prior to terms expiring and some difficulty recruiting to the board.</li> <li>There is limited diversity in board composition.</li> <li>Roles and responsibilities of board members may be unclear.</li> </ul>	<ul style="list-style-type: none"> <li>There is limited turnover of board members prior to terms expiring and minimal challenges filling vacancies.</li> <li>Board members generally reflect their community and have good diversity of skills and experience that is needed by the organization.</li> <li>Regular, well-planned, and well-attended board meetings are held and documented.</li> <li>The board consistently demonstrates commitment to the organization's success, Mission, and Vision.</li> <li>The board has a strong understanding of roles and responsibilities, supported by job descriptions.</li> </ul>	<ul style="list-style-type: none"> <li>Turnover of board members prior to their terms expiring is rare.</li> <li>Board members reflect their community, have broad expertise in the organization's field of practice, and have functional and issue area expertise.</li> <li>The board actively defines performance targets and holds senior leadership accountable.</li> <li>Board members demonstrate a willingness and a proven track record to learn about the organization, provide strong direction, participate in strategic planning, formulate policy, and address organizational issues.</li> </ul>	
Ability to build a community presence and create partnerships.	<ul style="list-style-type: none"> <li>The organization primarily builds relationships with other similar organizations (e.g. other nonprofits in same field of practice).</li> <li>Those who are most likely to be affected by the organization's work have some knowledge of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>The organization has a documented strategy for engaging community members.</li> <li>The organization is known by diverse stakeholders in and beyond its direct community.</li> <li>The organization has built relationships with a few types of key relevant agencies (e.g. for-profit, nonprofit, public sector).</li> <li>Partnerships focus on addressing short-term actions and goals.</li> </ul>	<ul style="list-style-type: none"> <li>The organization is seen as a key player in its field of practice beyond its direct community.</li> <li>The organization has strong relationships with a wide variety of relevant stakeholders (e.g. local, provincial, and federal government; for-profit; other nonprofits; and community agencies) that enhance the organization's ability to achieve its outcomes.</li> <li>Relationships are based on long-term, stable, and mutually beneficial collaboration.</li> </ul>	
Ability to motivate and mobilize stakeholders to address community priorities.	<ul style="list-style-type: none"> <li>The organization can motivate a small core group of community members into action.</li> <li>The organization participates in sharing best practices and participating in community advocacy efforts but does not take a lead role.</li> <li>Advocacy work generally promotes short-term outcomes rather than long-term.</li> <li>No defined strategy exists for involving community or stakeholders in the organization's assessment, planning, or program design.</li> </ul>	<ul style="list-style-type: none"> <li>The organization regularly orientates community, leaders, and stakeholders about its activities.</li> <li>The organization has a broad understanding of the need and methods to organize groups to address community issues and problems.</li> <li>The organization has a strategy for organizing community groups to create long-term change.</li> <li>The organization sometimes involves community members and stakeholders in its planning and decision-making processes.</li> </ul>	<ul style="list-style-type: none"> <li>The organization takes a lead role to build connections with and amongst a broad range of community members to share best practices and address community priorities.</li> <li>The organization gives significant focus and time to coordinating efforts to address community priorities.</li> <li>The organization actively engages community and stakeholders in its planning, service provision, and evaluation processes.</li> <li>Meetings held regularly with stakeholders and are routinely well-planned and attended.</li> </ul>	
<b>Total Score (out of 15):</b>				

## Adaptive Capacity: The ability of the organization to monitor, assess, and respond to internal and external change to improve its performance, relevance, and impact

Capacity Element	Level 1 – Basic	Level 2 – Moderate	Level 3 – Robust	Score (1 – 3)
Assessment of and response to the external environment, including community needs.	<ul style="list-style-type: none"> <li>The organization's collection of information about the external environment and community needs is inconsistent and informal.</li> <li>The organization has a few conversations with limited stakeholders to learn about community needs.</li> <li>The organization considers information about the external environment in formal planning processes; the direct impact of the information may be unclear.</li> </ul>	<ul style="list-style-type: none"> <li>The organization occasionally seeks out information about other program models, community needs, and external opportunities and threats.</li> <li>The organization engages several diverse stakeholders in conversations about community needs.</li> <li>The organization makes some planning and program changes in response to the external environment and community needs.</li> </ul>	<ul style="list-style-type: none"> <li>There are robust processes in place to regularly assess community needs, external opportunities and threats, and alternative program models.</li> <li>The organization regularly engages numerous stakeholders about changing community needs.</li> <li>Information that is collected and analyzed is used to support and improve planning efforts, program delivery, and daily activities.</li> </ul>	
Strategic planning approach and implementation.	<ul style="list-style-type: none"> <li>The organization has a basic strategic plan.</li> <li>The strategic plan is not based on an environmental assessment or research on client needs.</li> <li>The strategic plan roughly directs management decisions.</li> </ul>	<ul style="list-style-type: none"> <li>A comprehensive multi-year strategic plan is in place and is regularly reviewed.</li> <li>The strategic plan includes realistic goals and priorities, measurable objectives, and clear strategies.</li> <li>The strategic plan is developed based on a review of the organization's strengths and weaknesses, the external environment, and community needs.</li> </ul>	<ul style="list-style-type: none"> <li>The comprehensive, multi-year strategic plan is developed based on data, external expertise, and stakeholder input.</li> <li>There are clear resource needs and corresponding budget to support the strategic plan.</li> <li>The strategic plan is used extensively to guide management decisions.</li> <li>The organization continuously monitors the environment and strategically responds to emerging opportunities and challenges.</li> </ul>	
Use of research and data to support operations, program planning, and advocacy.	<ul style="list-style-type: none"> <li>The organization is familiar with one or two sources of information especially relevant to the organization's work.</li> <li>The organization uses basic data from internal or external sources to support significant proposals and major advocacy.</li> <li>Some individuals in the organization have the ability to read research reports and evaluate quality of data, but data is not relied upon as part of regular decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>The organization is familiar with many useful, credible information sources.</li> <li>Data is used to support a broad range of decisions, proposals, and advocacy.</li> <li>The organization has individuals with research and data skills, although they may not spend much time in this role.</li> <li>The organization is able to make assessments about the implications of research and data findings on the organization, its clients, and the community.</li> </ul>	<ul style="list-style-type: none"> <li>The organization is respected by peers for both using and developing practical data and information.</li> <li>The organization has dedicated staff to research data, trends, events, and changes that occur in its field of practice and community.</li> <li>Relevant data is used to support most decisions, daily operations, proposals, and advocacy.</li> <li>Important organizational questions are answered through research.</li> </ul>	
Evaluation and organizational learning.	<ul style="list-style-type: none"> <li>The organization devotes some resources to evaluation efforts as required by funders; however, staff and board do not typically see evaluation as integral to the organization's work.</li> <li>Evaluative data is occasionally used to improve the organization.</li> </ul>	<ul style="list-style-type: none"> <li>There are some processes in place to support on going evaluation and identify the organization's strengths and weaknesses.</li> <li>Evaluation practices are focused on outputs.</li> <li>Learnings from evaluations are shared across the organization.</li> <li>Learnings from evaluations are often used by staff and board to make adjustments and improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive processes and practices are in place for ongoing, regular evaluation.</li> <li>Evaluation practices examine outputs, outcomes, and processes.</li> <li>Board and staff routinely make adjustments and improvements based on evaluation results.</li> <li>The organization can initiate change to address its weaknesses and leverage its strengths.</li> </ul>	
Resilience during leadership turnover [e.g. Executive Director (ED) or Board Chair].	<ul style="list-style-type: none"> <li>The organization is highly dependent on the ED or Board Chair.</li> <li>The organization may not exist without the ED or Board Chair or would be in a different form.</li> </ul>	<ul style="list-style-type: none"> <li>The organization is dependent on the ED or Board Chair in some areas, such as stakeholder relationships and donations.</li> <li>Some areas, such as fundraising or operations, may suffer if the ED or Board Chair leaves.</li> <li>The organization does not have a succession plan in place.</li> </ul>	<ul style="list-style-type: none"> <li>The organization is reliant, but not dependent on the ED or Board Chair.</li> <li>A succession plan is in place for all critical leadership positions.</li> <li>Individuals are being mentored for leadership positions.</li> <li>If the ED or Board Chair leaves, the organization would continue to function smoothly.</li> </ul>	
<b>Total Score (out of 15):</b>				

## Management Capacity: The ability of the organization to ensure the effective and efficient use of organizational resources.

Capacity Element	Level 1 – Basic	Level 2 – Moderate	Level 3 – Robust	Score (1 - 3)
Organizational policies, processes, and structures.	<ul style="list-style-type: none"> <li>The organization has some policies in place that focus on the most critical areas.</li> <li>There are informal and unwritten processes for decision-making, planning, and operations.</li> <li>There is limited monitoring of organizational processes.</li> </ul>	<ul style="list-style-type: none"> <li>The organization has a comprehensive policy and procedure manual (e.g., governance, operations, human resources, advocacy) in place.</li> <li>Thorough, written processes in place for core areas (e.g., decision-making, planning, operations).</li> <li>Processes are occasionally reviewed to identify possible improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Policies and procedures are well known, adhered to, and regularly updated.</li> <li>Risk assessments and contingency plans are in place.</li> <li>Thorough, well-defined, written processes exist for all areas.</li> <li>The organization's departments, programs, and/or functions are clearly defined.</li> <li>Lines of communication, accountability, and coordination are clear throughout the organization.</li> </ul>	
Fund development and planning.	<ul style="list-style-type: none"> <li>The organization has a somewhat diversified funding base but is reliant on restricted income.</li> <li>A fund development strategy is not documented or aligned with the strategic plan.</li> <li>Loss of a funding source would likely impact the organization.</li> </ul>	<ul style="list-style-type: none"> <li>The organization has secured a solid base of funding from multiple funding sources.</li> <li>There are some processes in place for long-term financial planning and revenue diversification.</li> <li>The organization outlines and works toward fund development goals.</li> <li>Fund development goals are supported by written strategies that include multiple activities.</li> <li>Contingency plans may be in place for loss of a funding source.</li> </ul>	<ul style="list-style-type: none"> <li>The organization has highly diversified funding sources.</li> <li>There are well-developed, comprehensive systems for long-term financial planning and revenue diversification.</li> <li>The organization has income generating activities and unrestricted sources of income.</li> <li>The organization has enough reserves in place to run for six months without any additional funding.</li> </ul>	
Financial budgeting and reporting.	<ul style="list-style-type: none"> <li>The organization has an annual budget that accurately reflects the organization's needs.</li> <li>Financial activities are consistently documented, filed, and reported.</li> <li>There are appropriate checks and balances in place.</li> <li>Organizational activities are tracked to the budget.</li> <li>The organization has dedicated individuals to prepare financial statements.</li> </ul>	<ul style="list-style-type: none"> <li>The organization consistently meets reporting requirements and deadlines.</li> <li>The organization has established internal controls that govern all financial operations.</li> <li>There is ongoing attention paid to cash flow management.</li> <li>The organization regularly reports its financial situation to stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>The organization has a full, realistic, multi-year budget that aligns with the strategic plan and is regularly reviewed.</li> <li>The budget is updated to respond to operational needs, donor requirements, and current environment.</li> <li>The organization has robust systems and controls in place to govern all financial operations.</li> <li>Cash flow is actively managed.</li> </ul>	
Human Resource management and relationships.	<ul style="list-style-type: none"> <li>The organization uses fair and transparent human resource processes for board, staff, and volunteers, but they may not be written.</li> <li>The organization has documented processes for pay and benefits.</li> </ul>	<ul style="list-style-type: none"> <li>Clear, transparent human resource policies and procedures are in place, consistently applied, and reviewed.</li> <li>Relevant, up-to-date job descriptions exist for each position in the organization.</li> <li>The organization allocates resources for professional development of board, staff, and volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>New members of the organization consistently receive a comprehensive orientation.</li> <li>Individuals in the organization regularly complete relevant professional development and have opportunities for career growth.</li> <li>The organization conducts performance appraisals for all board and staff at least once a year.</li> </ul>	
Volunteer management.	<ul style="list-style-type: none"> <li>The organization generally recruits volunteers on an ad-hoc basis.</li> <li>The organization provides basic training to volunteers, generally on an ad-hoc basis, and is not consistent.</li> <li>There is no policy in place for volunteer management.</li> <li>There are some job descriptions in place for volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>The organization actively recruits volunteers on a regular basis.</li> <li>Volunteer roles involve a range of tasks, time commitments, and skill levels.</li> <li>Written job descriptions are in place for most common volunteer positions.</li> <li>Volunteer orientations and trainings take place upon recruitment.</li> <li>The organization provides regular, consistent supervision and feedback for volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>The organization has a comprehensive volunteer policy in place that includes guidance on selection, supervision, and support.</li> <li>Written job descriptions are in place for all volunteer positions.</li> <li>Robust volunteer management systems are in place to track and manage volunteers.</li> <li>Volunteer orientations and trainings take place on a regular basis and volunteers can build their skills and abilities through their volunteer roles.</li> </ul>	
<b>Total Score (out of 15):</b>				

## Operational Capacity: The ability of the organization to implement key organizational and programmatic functions.

Capacity Element	Level 1 – Basic	Level 2 – Moderate	Level 3 – Robust	Score (1 – 3)
Communications and outreach.	<ul style="list-style-type: none"> <li>Many stakeholders and potential clients do not know the organization exists or know limited details about its programs and services.</li> <li>The organization communicates with stakeholders through one or two methods (e.g., newsletter, website).</li> <li>A loose collection of materials is used for marketing, but they are not regularly updated and display a minimal degree of professionalism.</li> </ul>	<ul style="list-style-type: none"> <li>The organization has strong brand awareness and is easy for diverse stakeholders and potential clients to find.</li> <li>Marketing materials are used consistently and are updated on a regular basis.</li> <li>Communication materials are professional in presentation and aligned with an established brand.</li> </ul>	<ul style="list-style-type: none"> <li>The organization has a strategy to increase its reach and awareness beyond its direct community.</li> <li>The organization uses multiple methods to regularly communicate with diverse community members and stakeholders.</li> <li>A process exists for testing and revising marketing materials and messages to ensure they are relevant and appeal to a variety of stakeholders.</li> </ul>	
Technological infrastructure and resources.	<ul style="list-style-type: none"> <li>The organization has minimal technological infrastructure and most processes are manual.</li> <li>Electronic databases, information, and reporting systems exist in a few areas.</li> <li>Technological systems are awkward to use or are used only occasionally by certain individuals.</li> </ul>	<ul style="list-style-type: none"> <li>The organization has some electronic systems, processes, and tools for key areas such as information management.</li> <li>Most members of the organization have the skill set to access and use basic features of technical infrastructure.</li> <li>Technical infrastructure is commonly used by many individuals and helps increase information sharing and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>A comprehensive electronic database and reporting system exists for tracking clients, volunteers, program outcomes, and financial information.</li> <li>Electronic systems, tools, and resources are widely used and essential in information tracking, sharing, and efficiency.</li> <li>Technological infrastructure supports program delivery and day-to-day operations of the organization.</li> <li>Individuals throughout the organization have the skills to effectively use technical infrastructure.</li> </ul>	
Online presence (e.g., website and social media).	<ul style="list-style-type: none"> <li>The organization has a basic website containing general information about its organization.</li> <li>Website maintenance is perceived as burden and performed only occasionally.</li> <li>The organization lacks the skill set and resources to properly manage an online presence.</li> </ul>	<ul style="list-style-type: none"> <li>The organization has some online presence but does not regularly engage with stakeholders online.</li> <li>The organization has a comprehensive website containing basic information about the organization, its programs, and services.</li> <li>The organization has a dedicated individual(s) to maintain its website and other social media presence.</li> </ul>	<ul style="list-style-type: none"> <li>The organization has a strong online presence with regular activity on relevant social media platforms.</li> <li>The organization regularly engages with a variety of stakeholders online.</li> <li>The organization has an interactive website that is regularly maintained and kept up to date.</li> <li>The website is praised for its user-friendliness and depth of information, including links to related organizations and useful resources on topics addressed by the organization.</li> </ul>	
Performance management, analysis, and adjustments.	<ul style="list-style-type: none"> <li>A basic performance measurement and evaluation process is in place for some areas of the organization.</li> <li>There is no system for regularly collecting, analyzing, or reporting data.</li> </ul>	<ul style="list-style-type: none"> <li>An organization-wide performance measurement and evaluation process is in place.</li> <li>Evaluation methods include process and outcome indicators.</li> <li>Evaluation results and lessons learned are shared throughout the organization and are used for program adjustments, planning, and determining progress toward achieving targets.</li> </ul>	<ul style="list-style-type: none"> <li>The organization regularly reviews its data quality.</li> <li>Data the organization generates is benchmarked against external targets.</li> <li>Data and lessons learned are regularly shared with external stakeholders, including the community.</li> <li>The organization has a systematic practice of making internal organizational and program improvements based on evaluation results.</li> </ul>	
Development and continuous improvement of relevant programs and services.	<ul style="list-style-type: none"> <li>There is limited or infrequent assessment of gaps between community needs and the organization's programs and services.</li> <li>Program offerings may be somewhat scattered and not fully integrated into a clear strategy.</li> <li>Programs and services are primarily developed based on the expertise of the organization's board, staff, and volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>Core programs and services are well-defined and aligned with Mission and Vision.</li> <li>Program offerings fit together well as part of a clear strategy.</li> <li>Programs and services are modified in response to community needs.</li> <li>The organization can scale up or replicate programs.</li> <li>The organization considers existing external program models and best practices while designing programs.</li> </ul>	<ul style="list-style-type: none"> <li>The organization continually assesses gaps between community needs and the programs and services offered by the organization.</li> <li>Adjustments to programs and services are routinely made based on assessment, best practices, and stakeholder input.</li> <li>The organization can effectively create new, innovative programs and services to better serve the community.</li> </ul>	
<b>Total Score (out of 15):</b>				

## Proposed Organizational Development Action Plan

Based on the results of the self-assessment completed above, review the individual capacity elements of the four capacity areas and determine which element(s) the organization would like to focus on developing in the next one to two years.

**31. What are the challenges or opportunities currently facing the organization and how will this grant help, if approved?**

**32. Which capacity element(s) will be focused on?**

Check all capacity areas that apply and provide the total score out of 15. Then enter the capacity element(s) below each applicable capacity area and provide the score out of 3.

Strategic Leadership Capacity      Score: \_\_\_\_\_ /15

Capacity element(s) that will be focused on and its score out of 3

Adaptive Capacity      Score: \_\_\_\_\_ /15

Capacity element(s) that will be focused on and its score out of 3

Management Capacity      Score: \_\_\_\_\_ /15

Capacity element(s) that will be focused on and its score out of 3

Operational Capacity      Score: \_\_\_\_\_ /15

Capacity element(s) that will be focused on and its score out of 3

Based on the chosen element(s), **develop one or more actions** designed to strengthen the organization's capacity, resulting in a positive change for the organization and the community it serves. The organization has **up to 24 months** to complete the action plan.

**Complete the budget below based on the action(s) that will be implemented.** Refer to the [Resource Document for Individual Organizations](#) for suggested actions. Also noted are examples of ineligible costs that cannot be included in the budget.

The maximum funding request cannot exceed 50% of the organization's eligible revenue, up to \$50,000, as calculated in the Financial Eligibility Worksheet, **or** the total action plan budget costs, **whichever is lower**.

**NOTE: Each Organizational Development action outlined in the budget MUST be accompanied by a quote or source of estimate.**

Action Plan Budget		
Proposed action(s)	Who will complete the action?	Cost
		\$
		\$
		\$
		\$
		\$
		\$
		\$
		\$
<b>Total Action Plan Cost</b>		\$

**33. How will the proposed action(s) strengthen the organization’s capacity as identified in the assessment?**

**34. In addition to those who are completing the action(s), which members of the organization (e.g. board, volunteers, and/or staff) will be involved in the listed action(s), if any?**

**35. How will the proposed action(s) build skills, abilities, and experience of the organization’s staff and volunteers?**

**36. What is the innovation or change the proposed action(s) will create for the organization?**

**37. How does the organization intend to maintain the changes/learnings from the proposed action(s)?**

**38. Will the change/learnings be implemented or shared outside of the organization?**

Choose an item. Yes / No / Not Sure

**If yes, how?**