

POLICY & PROCEDURES MANUAL



Vancouver Foundation's Youth Philanthropy Council

**by
Lindsay Chen and David Sadler
VFYCP Co-Chairs
&
Barbara Oates
Adult Advisor**

Table of Contents

1	Introduction and Acknowledgements
2	History of Vancouver Foundation and the Youth Philanthropy Council
3	Mission Statement
4	Community Foundations
5	Recruitment
5.1	Qualities of Members
5.2	Ethical Guidelines
5.3	Potential Sources of Members
5.4	Methods of Recruitment
6	Structure
6.1	Vancouver Foundation
6.1.1	Board of Directors
6.1.2	Organizational Policies
6.2	Vancouver Foundation's Youth Philanthropy Council
6.2.1	Positions and Descriptions
6.2.2	Committees
6.2.3	Meetings and Agenda
6.2.4	Attendance
7	Orientation and Training
7.1	Orientation
7.2	Training
8	Fund Development
8.1	Research
8.2	Donor Letter
8.3	Presentation
8.4	Follow Up
9	Grants
9.1	Guidelines
9.2	Application Form
9.3	The Grant Evaluation Process
9.3.1	Site Visits
9.3.2	The Decision Making Process
9.4	Problems/Trouble Shooting
9.5	Conditional Granting
9.6	Follow Up
10	Grant Writing Workshops
11	Promotion
12	Glossary

Section 13 is for youth eyes only

Young people need a voice in not only the issues that affect them now, but the challenges and opportunities they will face in the future. As leaders of tomorrow, they need to develop the attitudes, values and skills that will enable them to effectively contribute to their communities. The best way to learn generosity, to gain leadership skills, and to value community service is by direct exposure and involvement.

Community foundations operate at a grassroots level, where they are in touch with their community and its concerns, and are able to respond to a wide range of interests, from health and social service programs, to arts, education or environment initiatives.

Youth in Philanthropy is a partnership that provides opportunities for young people and community foundations to work together to gain knowledge and skills, promote volunteerism and philanthropy, strengthen community foundations, and support worthwhile youth projects at a local level.

This manual provides practical information and ideas for engaging youth in philanthropic activities and developing leadership skills. The first section focuses on policies and procedures for establishing and maintaining a foundation youth advisory council, and is based on the experiences of Vancouver Foundation's Youth Philanthropy Council. The second section, Youth Power, is a youth leadership development program that was developed by the City of North Vancouver and the District of North Vancouver. It can be run as a complete program, as individual sessions on specific topics, or simply as a source for ideas, activities and hand-outs to incorporate into the youth advisory council meetings or training sessions.

A computer disc is also included with the manual so that anyone can easily print copies of resource materials or hand-outs, but also adapt the material for use with their own group. We know that it can be overwhelming to start something like this from scratch, so we hope that you will feel free to learn from and build on our experiences, just as we learned from many others. And be sure to check out our websites:

www.vancouverfoundation.bc.ca
www.yip.bc.ca

and the Michigan Council of Foundations Youth Project website:

www.mcfyp.org

ACKNOWLEDGEMENTS

Although our learnings and materials come from too many sources to recognize individually here, there are a few that we would be remiss in not acknowledging, as their contributions have been particularly significant, and have made our work so much easier:

Michigan Council of Foundations Youth Project
City of North Vancouver and District of North Vancouver
Victoria Foundation Youth Advisory Council

Vancouver Foundation's Youth Philanthropy Council is dedicated to supporting youth oriented programs in the City of Vancouver through grants and volunteerism.

3 HISTORY OF VANCOUVER FOUNDATION AND THE YOUTH PHILANTHROPY COUNCIL

Vancouver Foundation, a non-governmental community foundation, was founded in 1943 as a collection of funds that form a permanent endowment for charitable purposes. Today, the Foundation administers over 600 funds, the capital of which comes from bequests, living donors, endowments of nonprofit organizations and other gifts. Grants are made from income generated from the investment of the funds. While originating and located in Vancouver, the Foundation helps with projects throughout British Columbia.

The Youth Philanthropy Council is a committee of Vancouver Foundation, and as such, reports to the Foundation's Board of Directors. It is comprised of young people resident in the City of Vancouver who meet on a regular basis to plan and implement grant making activities for youth projects, and the development of Vancouver Foundation's Youth Fund.

4 COMMUNITY FOUNDATIONS

Winnipeg established the first community foundation in Canada in 1921. Today there are 105 community foundations in Canada holding combined assets of about \$1.2 billion. Community foundations pool the charitable gifts of many donors into permanent, income-earning endowment funds that benefit local communities, make grants from the earnings of these funds to support a wide range of local initiatives – from health, education and social services to arts and culture and the environment, and provide leadership to their communities by bringing people together from all sectors to identify and address local issues. Each community foundation is autonomous and governed by a volunteer board of local leaders; yet they are linked and supported by Community Foundations of Canada's strong national network.

5.1 Qualities of Members

Through our experiences, we have found that there are a few qualities of a Council member that rise above others in importance.

- As the effectiveness of the Council is based solely upon its members, *dependability* is important.
- The *dedication* of each and every member of the Council is vital to the survival of the Council.
- Members should *not be afraid* to contribute to the Council's discussions and debates.
- Members that are *critical thinkers* and look at all alternative solutions to problems are key to participating in debates and when deciding on grants.
- *Punctuality* is imperative in order to run a smooth meeting.
- A member who is *aware* of the issues facing his or her city and local and global issues can make conscious and conscientious decisions.

5.2 Ethical Guidelines

Confidentiality – Grant information is not considered confidential, unless specified by the applicant. However;

- no information obtained through involvement with the VFYPC is to be used for personal gain.
- the privacy of discussion pertaining to Council decisions shall be respected.
- third party opinions provided to the Council with respect to grant applications are treated in confidence.
- donor requests regarding confidentiality are always respected.

Obligation to Declare – Should a Council member be affiliated with a grant application, that affiliation should be disclosed. The person so affiliated shall leave the room during the discussion and shall not vote or use personal influence on Council action. This abstention shall be noted in the minutes.

Respect for divergent viewpoints – The Council will have different opinions and viewpoints regarding some issues. Members should remember to respect an alternative viewpoint and expect that their views will be respected as well.

Non-Monetary Transactions – No Council member shall use for personal gain the Foundation's facilities, equipment, mailing lists, computer data, employee time or other assets.

Acceptance of Gifts – No Council member shall accept gifts (other than those of nominal nature) or use their position at the VFYPC to obtain personal gain from those applying for grants from the VFYPC.

Resignation – Council members will be expected to provide notice of their resignation from the VFYPC, either by written or verbal communication.

5.2 Potential Sources for Members

The following are suggestions as to places where prospective Council members can be found:

- School counselors, teachers or principals (high schools/alternative schools)
- Sports clubs
- Community centers
- Shopping malls
- Service Clubs
- Cub Scouts and Girl Guides
- Career fairs
- Youth Parliament, Youth Councils
- Youth events
- Drop in centers
- Previously funded projects
- YMCA and YWCA
- Boys and Girls Clubs
- United Way
- Volunteer Vancouver
- Big Brothers and Big Sisters
- Other youth organizations

5.3 Methods for Recruitment

Press Releases

Press releases are an efficient way to acquire youth members. The founding members of The Vancouver Foundation's Youth Philanthropy Council were recruited through a press release in the local newspaper. The following is an example of a press release that was printed in a newspaper.

Young Residents of Vancouver Invited to Become Members of Vancouver Foundation Youth Action Committee

VANCOUVER – “We think of a philanthropist as someone who donates big sums of money, yet the word literally means ‘love of humankind’. All of us are capable of being philanthropists.” – Edward Lindsay

With the notion that young people care about others and their communities, and would like to have a voice in the issues, challenges and opportunities that they face both now and in the future, Vancouver Foundation is inviting interested youth to form its new youth advisory Council. This Council will be a permanent committee of the Foundation that will assess the needs of youth in Vancouver, raise funds for a perpetual youth endowment fund, and make grants to worthwhile youth projects.

As part of the Foundation's province-wide “Youth in Philanthropy” initiative, Vancouver will join community foundations in Kamloops, Surrey, Victoria and the Grand Forks area in providing young people with a meaningful opportunity to have a positive impact on their community, and gain leadership and communication skills at the same time. Barbara Oates, the Vancouver Foundation Program Director who coordinates the program, stresses that, while adult advisors provide training and support for the group, the youth Council members make the decisions on everything from when and how they run their meetings, to how they raise and grant funds.

“We are looking for 13 to 18 year olds living in the City of Vancouver who want to participate in their community and learn some new skills, and can make a commitment to attend one or two meetings each month,” said Oates. “Those interested should contact me with their name, address, phone number, age and school (if any), and I will call you with information about the first meeting.”

Write to: Barbara Oates, Vancouver Foundation, 1200-555 West Hastings Street, Vancouver, B.C. V6B 4M6,
or phone: 688-2204 or fax: 688-4170,
or e-mail barb@vancouverfoundation.bc.ca

VANCOUVER

YOUNG PEOPLE SOUGHT FOR ADVISORY GROUP

The Vancouver Foundation is Seeking Vancouver young people aged 13-18 to form its new Youth Advisory Committee

The committee will assess, the needs of Vancouver youth, raise money for a perpetual youth endowment fund and provide grants to worthwhile youth projects. Adult Advisors will provide training and support, and young people will make decisions on everything from running their meetings to raising money.

Barbara Oates, program director and coordinator of the Foundation's B.C.-wide Youth in Philanthropy initiative said the foundation believes young people care about their communities and want to have a voice in the issues, challenges and opportunities they face.

Vancouver youth interested in the committee should contact Oates with their name, address, phone number, age and school. Write to: Barbara Oates, Vancouver Foundation, 1200-555 West Hastings St., Vancouver B.C. V6B 4M6, phone 688-2204, fax 688-4170 or e-mail barb@vancouverfoundation.bc.ca

Group Presentations

A personal appeal by a peer often carries more weight with fellow students; therefore having a committee member who presents to his or her school or youth group is an effective recruiting method. The group of students being presented to will most likely be able to relate to the Council member presenter. This is also an excellent way for Council members to fine-tune their public speaking skills.

6.1 Vancouver Foundation

6.1.1 Board of Directors

BOARD OF DIRECTORS (2001)

DIRECTORS AT LARGE:

Gerald A.B. McGavin, CM, FCA, **Chair**

Dr. Judith G. Hall OC

Michael C. Burns

Shamin Lalani

Robert H. Lee CM, OBC, LL.D

The Honourable Madam Justice Lynn Smith

APPOINTEES AS REQUIRED BY THE FOUNDATION ACT

James A. Doyle

- Vancouver Bar Association

Iain J. Harris

- Vancouver Board of Trade

George E. Marlatte

- Canadian Bankers' Association

Patrice Pratt

- United Way of the Lower Mainland

Mark Neale, CFP, CLU, CHFC

- Canadian Association of Insurance and Financial Advisors
Vancouver Fraser Valley Chapter

The Honourable Donald I. Brenner

- Chief Justice, The Supreme Court of B.C.

Honourary Life Member:

- Bruce Buchanan, FCA
- Thomas G. Rust, CM
- Thomas G. Brown

LEGAL ADVISORS

L. Amighetti, QC

- Fasken Martineau DuMoulin LLP

(Board-2001)

6.1.2 Organizational Policies

Board of Directors (meets quarterly)

- Composed of 6 Appointees, 5 Members at Large and Chair
- Sets and approves policies
- Ensures legal responsibilities are met
- Establishes and regulates Funds
- Carries out the directions of Donors
- Appoints Officers

Executive Committee

- Composed of Chair and Vice-Chair of the Board and the Chair of each standing Committee, excluding the Audit Committee.
- Oversees the Financial, Administration and other operating functions of Vancouver Foundation through the President.
- Reviews policy recommendations.

Investment Committee (meets at least quarterly)

- Composed of 3 Board members and 2 Ex-officio members, chaired by a Board member.
- Reviews investment policy recommendations and approves operating procedures.

Audit Committee (meets at least annually)

- Composed of the Chair of the Board, Chair of the Investment Committee and Chaired by a Board member.
- Determines the scope of the Annual Audit.
- Reviews and makes recommendations to the Board matters arising from the Annual Financial Statements, Auditor's Report and Management Letter.

Distribution Committee (meets 3 x year)

- Composed of the Chair of each of the Advisory Committees and the Chief Justice of the B.C. Supreme Court, Chaired by a Board member.
- Reviews and recommends grants approved by Advisory Committees.
- Oversees the distribution of discretionary funds.
- Reviews and recommends establishment of new fields of interest.
- Reviews and recommends granting programs and policies.

Development Committee (meets semi-annually)

- Composed of representatives of the Estate Planning Community (Lawyers, Accountants, Financial Planners, Trust Officers, Insurance Advisors) and representatives of the community at large – Chaired by a Board member.
- Recommends to the Board policies pertaining to fund development.

- Oversees and participates in activities designed to promote public knowledge of the Foundation and gifting options available to potential donors.

Nominating Committee

- Composed of two Board Members (maximum five members of whom not less than four must be Directors).
- Recommends to the Board candidates for nomination as Directors at Large according to the Act.
- Oversees and reports to the Board on the effectiveness of the system of governance established by the Act, the By-Laws and Committee proceedings.
- Recommends to the Board improvements as to the process and performance of the system of governance.

President & C.E.O.

- Reports to the Board of Directors through the Executive Committee.
- Oversees all operating functions of Vancouver Foundation.
- Supervises all employees.
- Reviews and recommends all budgets.
- Conducts planning, liaison and development activities.

6.2 Vancouver Foundation's Youth Philanthropy Council

6.2.1 Positions and Descriptions

Co-Chairs

- two positions – if one co-chair is not present or resigns then the other co-chair takes on the position of chair.
- chair the meetings.
- sets the agenda and keeps the meeting on track.
- makes sure that everyone gets a turn to speak at meetings.
- keeps in touch with committees and ensures they are being run effectively.
- coordinates any projects that the group is working on.

Secretary

- takes minutes during meetings.
- keeps an organized file structure of all information.
- has the previous meeting's minutes ready.
- keeps an accurate membership database.
- keeps a past file for information sent out.
- obtains copies of information accumulated by sub-committees.

Contact Person

- contacts all members of the Council with a reminder of meetings and events.
- compiles the provisional attendance list of meetings and Council events (i.e. if a Council member cannot attend a meeting, the contact person should be informed).

Treasurer

- keeps track of all funds that have been raised and are in the endowment fund.
- reports current funds and grant commitments to the Council three times a year.

6.2.2 Committees

Breaking the Council into committees helps members who have special skills or interests to use them in a more concentrated way. This also benefits the Council because the members' skills and talents are being used to their full potential. The VFYPC has the following committees:

Media Committee

The media committee focuses on the promotion of the Council through print, television and radio. Examples of a media committee member's task are writing a press release about a recent important grant or being interviewed by the local television station about the Council's work.

Website Committee

The website committee organizes and updates the Council's website. Computer illiterate members can participate in this committee as well, because it also needs people who are creative and can design the layout or the content of the pages.

Logo Committee

This committee is for when the VFYPC initially began. It's members were required to work together to design a creative logo for the Council.

Orientation Committee

This committee works to bring new members up-to-date on the Council's activities.

Special Events Committee

The special events committee organizes events that the Council does outside of the meetings. Social activities with all the Council members outside of meeting times are an important tool to strengthening the Council. When everybody on the Council is comfortable with each other, it makes it easier to work together as a team.

Fund Development Committee

This committee organizes the fund development activities for the Council. They also work closely with the treasurer.

6.2.3 Meetings and Agendas

The VFYPC holds meetings once a month between September and June. The meetings run for approximately 2 to 3 hours, and possibly longer when the Council is making decisions on grant applications. Meetings are held at Vancouver Foundation's office in Vancouver. The frequency and length of meetings are usually decided upon by the members.

Usually the order of business on a typical VFYPC agenda looks something like this:

- 1) Welcome from co-chairs and review of agenda
- 2) Reading of minutes from previous meeting
- 3) Committee reports on activities
- 4) Old/unfinished business
- 5) Break
- 6) New grant application review
- 7) New business
- 8) Decision on next meeting time
- 9) Adjournment

6.2.4 Attendance

Attendance at all meetings is important. Since meetings are only held monthly, a lot is accomplished and decided upon in these meetings; therefore, when a Council member misses one meeting he or she is missing quite a bit of important information. Missing a meeting with a reason is acceptable if someone on the Council or the adult advisor is notified in advance. If a Council member misses three meetings without notice, then the membership of the Council member is reassessed.

11 COMMANDMENTS FOR AN ENTHUSIASTIC TEAM

1. HELP EACH OTHER BE RIGHT – NOT WRONG
2. LOOK FOR WAYS TO MAKE NEW IDEAS WORK – NOT FOR REASONS THEY WON'T
3. IF IN DOUBT – CHECK IT OUT! DON'T MAKE NEGATIVE ASSUMPTIONS ABOUT EACH OTHER
4. HELP EACH OTHER WIN AND TAKE PRIDE IN EACH OTHER'S VICTORIES
5. SPEAK POSITIVELY ABOUT EACH OTHER AND ABOUT YOUR ORGANIZATION AT EVERY OPPORTUNITY
6. MAINTAIN A POSITIVE MENTAL ATTITUDE NO MATTER WHAT THE CIRCUMSTANCES
7. ACT WITH INITIATIVE AND COURAGE AS IF IT ALL DEPENDS ON YOU
8. DO EVERYTHING WITH ENTHUSIASM – IT'S CONTAGIOUS
9. WHATEVER YOU WANT – GIVE IT AWAY
10. DON'T LOSE FAITH – NEVER GIVE UP
11. HAVE FUN!!

PARTICIPATORY GROUPS

CONVENTIONAL GROUPS

Everyone participates, not just the vocal few.

People give each other room to think and get their thoughts all the way out.

Opposing viewpoints are allowed to co-exist in the room.

People draw each other out with supportive questions. "Is this what you mean?"

Each member makes the effort to pay attention to the person speaking.

People are able to listen to each other's ideas because they know their own ideas will also be heard.

Each member speaks up on matters of controversy. Everyone knows where everyone stands.

Members can accurately represent each other's points of view – even when they don't agree with them.

People refrain from talking behind each other's back.

Even in the face of opposition from the person-in-charge, people are encouraged to stand up for their beliefs.

A problem is not considered solved until everyone who will be affected by the solution understands the reasoning.

When people make an agreement, it is assumed that their decision still reflects a wide range of perspectives.

The fastest thinkers and most articulate speakers get more airtime.

People interrupt each other on a regular basis.

Differences of opinion are treated as conflict that must either be stifled or "solved".

Questions are often perceived as challenges, as if the person being questioned has done something wrong.

Unless the speaker captivates their attention, people space out, doodle or check the clock.

People have difficulty listening to each other's ideas because they're too busy rehearsing what they want to say.

Some members remain quiet on controversial matters. No one really knows where everyone stands.

People rarely give accurate representations of the opinions and reasoning of those whose opinions are at odds with their own.

Because they don't feel permission to be direct during the meeting, people talk behind each other's backs outside the meeting.

People with discordant, minority perspectives are commonly discouraged from speaking out.

A problem is considered solved as soon as the fastest thinkers have reached an answer. Everyone else is then expected to "get on board" regardless of whether s/he understands the logic of the decision.

When people make an agreement, it is assumed that they are all thinking the exact same thing.

RUNNING A MEETING – TIPS FOR THE CHAIRPERSON

- ★ Everyone in the group needs to follow the agreed upon rules at each and every meeting.
- ★ The Chairperson takes responsibility for getting the meeting going and keeping it going.
- ★ The Chairperson starts off by making sure everyone knows each other and does introductions when needed.
- ★ They review work done at the last meeting. If people had tasks to do, get an update from them about what has happened since last meeting and if there's anything left to do.
- ★ The Chairperson then takes a few minutes to say what needs to be accomplished at today's meeting (agenda) and asks if others in the group have anything to add to the agenda (this would include new business, or new information to share).
- ★ As people are reporting on their tasks, the Chairperson needs to be looking at the 'big picture'. Eg. if one person has had roadblocks for their task, it could affect the work of someone else.
- ★ The Chairperson also needs to make sure that the meeting stays on track, and to build consensus when there are different views. (Restate what people have been saying; point out commonalities; reach some agreement & move on)
- ★ We all need to make sure communication doesn't break down. Know why we are there and be honest about what we are thinking.
- ★ Before closing the meeting make sure everyone is clear about their tasks and knows when & where the next meeting is.

Be on TIME

Be Committed

Be a Cooperation-operation

Be good listeners



A COMMUNITY FOUNDATION YOUTH ADVISORY COMMITTEE BEST PRACTICES

The following Best Practices are recommended as criteria for operating a Youth Advisory Committee (YAC). It is helpful to review these annually as part of a self-audit process. The role of the YAC is to recommend grants from a permanent Youth Fund after assessing local youth needs, be involved in fund development, and support systems for involving youth in philanthropy.

1. The YAC is adopted by the Board as one of the permanent standing committees of the community foundation.
2. The YAC meets a minimum of six times a year.
3. YAC membership is of at least 7 youth is representative of the youth community.
4. A trained adult advisor works with the YAC.
5. There is an annual orientation process for new YAC members.
6. As the basis for grantmaking, the YAC collects information, at least every three years, about the assets and needs related to youth in its community.
7. YAC members are provided opportunities to be involved in fund development. Helping to ensure the continued growth of the youth fund, emphasis should be placed on donor calls and community presentations, based on local youth issues and concerns, rather than “fund raising” activities.
8. The YAC completes an annual proactive grantmaking process, then involves and builds the capacity of youth as resources and decision makers in their communities, and results in the recommendation of grants to the community foundation board.
9. YAC members should participate in available leadership training opportunities.
10. A process is established to evaluate its activities, including the effectiveness of grants.
11. YAC members have an opportunity to meet annually with members of the Board of Trustees of the community foundation. When appropriate, YAC members may attend board meetings, participate in an annual meeting, or join in special events that provide opportunities for sharing with the Board.
12. Grantmaking by the YAC is featured in annual reports, newsletters, public presentations, and other communications tools. This communicates to the wider public the importance of the YAC and youth involvement as community problem-solvers.
13. The community foundation may support a project funded by the YAC with income from a different endowment fund. The community foundation board may jointly fund a project with the YAC.
14. The YAC may review youth-related proposals that are submitted to the community foundation at-large. As experienced grantmakers, YAC members can provide valuable insights into the value of projects serving youth.



BASIC PARLIAMENTARY PROCEDURE

FOUR BASIC PRINCIPLES

- 1) Justice and courtesy to all.
- 2) One thing at a time.
- 3) The rule of the majority.
- 4) The right of the minority.

Introduction

In order for an organization to conduct business in a professional and effective manner, rules and procedures should be adopted so that all members know the correct process. Robert's Rules of Order is the most commonly used "rule book" for the conduct of business in organizations. This outline is designed to provide some basic information about parliamentary procedure to assist student leaders as they work within their organization. For additional information about parliamentary procedure, obtain a copy of Robert's Rules of Order from a library, bookstore, or online at www.amazon.com

Securing the floor

When a member wishes to bring a matter before the house, he/she must first secure the floor. To do this, the following steps are necessary:

- 1) Member raises hand or rises.
- 2) Member addresses the chair.
- 3) Chair recognizes the member. Recognition may come in the form of calling a name or by a nod of the head. A common mistake is for the member to assume that he/she has the floor as soon as he/she has spoken to the chair.

Introducing Business

After securing the floor, a member is ready to introduce business. As in the first stage, there are three distinct steps to be taken:

- 1) One member makes a motion by saying, "I move that" or "I move to"
- 2) Another member seconds the motion in the form: "I second the motion." A motion must be seconded in order to indicate that more than one person is in favor of the matter under consideration. It is not necessary to secure the floor in order to second a motion.
- 3) The chair states the motion by saying, "It is moved and seconded that ... are there any remarks?"

Debating the motion

Debate, or remarks on the motion, is not in order until after the chair has stated the motion and called for remarks. In the interval between the second and third stages, after the motion is stated and before it is put to vote, the motion may be debated.

Principal motions

When a motion has been made, seconded and stated by the chair, the assembly is not at liberty to consider any other business until the motion has been disposed of. If the motion is long and involved, the chair may ask the mover to hand it in writing to the secretary. The mover cannot withdraw his motion after it has been stated by the chair. All motions must be seconded.

To Adjourn

This motion is always in order except:

- 1) When a speaker has the floor
- 2) When a vote is being taken.
- 3) After it has been voted down.
- 4) When the assembly is in the midst of business that cannot be abruptly stopped.

Under all of the above circumstances, the motion is not debatable. When a motion is made to adjourn to a different place, and time, it is debatable.

To Amend

This motion is “to change, add or omit words” in the original main motion. This motion is debatable and needs a majority vote in order to pass.

To Amend the Amendment

This is a motion to change, add, or omit words in the amendment. This motion is debatable and needs a majority vote in order to pass. An amendment can be amended only once. Voting on amendments can be confusing: The first vote is on changing words of second amendment, the second (if first vote adopts change) on first amendment as changed; the third vote is on adopting main motion as changed.

To Commit

When a motion becomes involved through amendments or when it is wise to investigate more carefully, it may be moved to commit the motion to a committee for further consideration. This motion is debatable and amendable. The chosen committee must report finding, and a new motion must be made in considering the topic.

Personal Privilege

Request by member to have an item of some concern to himself as a member of the organization considered by those attending the meeting, such as noise, temperature, etc.

Point of Information

Request that is made when a member desires clarification of details. The member may interrupt a speaker and need not obtain the floor.

Point of Order

This motion is always in order, but can be used only to present an objection to a ruling of the chair or some method of parliamentary procedure. The form is “I rise on a point of order” or “Point of order.” The Chair need not recognize the member. The chairman: “Please state your point of order.” If the member is not satisfied, he/she may appeal the decision of the chair. The Chairman then addresses the assembly. “Shall the decision of the chair be sustained?” This is debatable and the presiding officer may discuss it without leaving the chair. It is voted on like any other motion, and a majority or tie vote sustains or reverses the decision of the chair.

The Previous Question

Moving to a previous question is to close debate on the pending question. This motion may be made when debate becomes long and drawn out. It is not debatable. The form is “I move the previous question.” If this motion is seconded and adapted by a two-thirds vote, the question before the assembly is immediately voted upon. Note the difference between moving to the previous question and calling the question: calling a question is simply an opinion and does not require a vote. If objected to, debate continues.

To Reconsider

The motion to reconsider a motion that was carried or lost is in order if made on the same day or the next calendar day, but must be made by one who voted with the prevailing side (for clarification: if the motion passed, one who voted yes would need to make a motion to reconsider; if the motion failed, one who voted no would need to make a motion to reconsider). Motion in question can be twice reconsidered. The motion is debatable and needs majority rule.

Methods of Voting

Voting can be the most crucial part of a meeting. Once debate has concluded, following a motion of the previous question or due to lack of debate, the chair should relate the question. Several methods of voting can be used, and some are best for particular types of business. The chair or any member of the board may suggest a voting method.

Voting by Consensus

A vote used when a unanimous decision is expected, such as approval of minutes. Once motion is made, the chair asks, "Are there any objections to voting by consensus?" Lack of response indicates a unanimous vote in favor of the motion.

Voting Viva Voice

This is the form generally used when taking the vote in an ordinary motion. The form is "All who are in favor of the motion will say aye," (meaning yes). In response, the members who are in favor of the motion should say "aye," clearly and distinctly, and loud enough to be heard. The chair will then put the negative in this manner: "All who are opposed will say No," and those opposed will say "No." After the negative vote has been taken, the chair announces the result by saying either, "The ayes have it, the motion is carried," or "the no's have it, the motion is lost."

Show of Hands

This vote is carried out similar to viva voice vote, as the chair asks for those in favor and those opposed. This vote, however, allows for an exact number count of "aye" and "nay" votes, and may be called for following a voice vote.

Abstention

Abstention is an option for a voting member of a board when a conflict of interest is present. This allows for a member to be present, but not voting. Beware of abstentions used as an easier way of opposing the majority - members may abstain instead of casting a vote different than their peers.

7.1 Orientation

Orientation sessions should have the following 3 main goals:

- To introduce participants to one another in a non-threatening, interactive way.
- To provide information about the community foundation, and the Youth in Philanthropy program.
- To ensure a common understanding of the program, and obtain a level of commitment from those present to proceed further.

The session should be held in a comfortable, easy to get to facility with a relaxed atmosphere, and should last no more than two hours. Using handouts and visuals can be helpful tools for the group. Try to focus on activities and discussions that get the participants learning about each other, talking and asking questions. Several community foundation board or staff members should be present to provide information about the foundation, as well as to help give the foundation a human face. And last but not least, having refreshments available throughout, and scheduling a break or two is very important for every session. The following is a good basic agenda for all orientation sessions:

- 1) Welcome, introductions, review of agenda.
- 2) Introduce your community foundation.
- 3) Discuss concepts and definitions of terms such as philanthropy, community foundation and grants
- 4) Introduce Youth in Philanthropy program.
- 5) Break
- 6) Discuss community issues, needs and strengths, particularly as related to youth.
- 7) Discuss Youth Advisory Committee recruitment
- 8) Set date for next meeting and/or training session.
- 9) Adjournment

7.1 Training

Training sessions for all Council members are important. Training lets members continuously build their skills . Training also allows the Council members to understand youth needs and the benefits of community service. The following are some examples of training session topics that benefit all Council members.

- Identifying community needs
- Effective grant-making
- Volunteerism and community service
- Team work and consensus building
- Fund development
- Media training
- Public speaking

ORIENTATION FOR NEW YOUTH ADVISORY COMMITTEES

The orientation session should have 3 goals:

- To introduce participants to one another in non-threatening, interactive ways.
- To provide information about the community foundation, and the Youth in Philanthropy program.
- To ensure a common understanding of the program, and obtain a level of commitment from those present to proceed further.

The session should be held in a comfortable, easy to get to facility with a relaxed atmosphere, and should last no more than 3 hours. Distribute a brief agenda for the session, along with printed background material that participants can take home for later review and clarification.

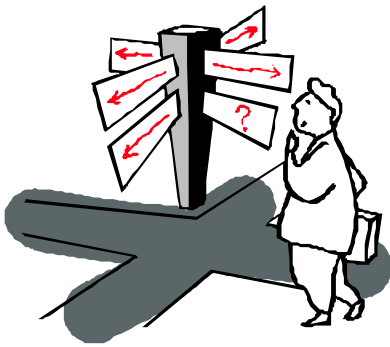
Remember that trying to cover too much information in one session may overload individuals and lead to confusion. Instead, focus on activities and discussions that get the participants learning about each other, talking and asking questions. Start with icebreakers, and use other interactive activities throughout the session. Ideas for activities are available in the Youth Power Facilitators' Handbook, as well as numerous other resource and library books. Keep the format as participatory as possible, ensuring that the young people present have ample opportunity to speak and be heard. Having refreshments available throughout, and scheduling a break is very important for every meeting.

Several community foundation board members should be present to provide information about the foundation, as well as to help give the foundation a human face. It is also important for board members to have some first-hand involvement with their foundation's Youth Advisory Committee and to meet the youth participants.

At the initial orientation, the number of youth participants will vary, depending on the extent of the foundation's preliminary recruitment. Some foundations will pre-determine and implement a recruitment plan, so that the initial orientation is for a largely complete Youth Advisory Committee. This can be done through requests to schools, advertising in local newspapers and youth publications or through a local youth organization. In this situation, however, it is important to provide clear information about the program, and the nature of the commitment that it will require, prior to the larger group orientation session. A pre-established group such as this will still be interested in discussing recruitment, as the youth themselves should be very much involved in deciding how, who and how many to recruit, and how they will phase in the recruitment policy that they develop. It is important to keep in mind that the first year of the program will be a very flexible period of both planning and doing, and that it may take some time to develop the policies that will guide the Youth Advisory Committee over the long term. Thus, the initial Youth Advisor Committee may be selected by the community foundation, but recruitment policy and procedures may change as new members are required due to attrition, the need to bring in younger member, and/or the desire to have a larger or more diverse committee.

The following suggested agenda provides an idea of the topics that should be covered. The order and timing of each item is flexible, and can be adjusted depending on the time available, size of the group, and how much one-on-one orientation has taken place prior to this meeting. If some of the youth have taken youth leadership training or have facilitation skills, get them involved in planning and running the meeting at whatever level they are comfortable with. Getting volunteers for tasks such as selecting and introducing ice-breakers, note-taking and reviewing group decisions and tasks is a great way to make the session more interactive and get people feeling that they're part of the group.

1. Welcome, introductions, review of agenda.
2. Introduce your community foundation.
3. Discuss concepts and definitions of philanthropy, community, community foundation, endowments, and grants.
4. Introduce Youth in Philanthropy program.
5. Discuss community issues, needs and strengths, particularly as related to youth.
6. Discuss Youth Advisory Committee recruitment
7. Set date for next meeting and/or training session.



An orientation session is a perfect way to set new members in the right direction...

JOB DESCRIPTION FOR AN ADULT ADVISOR

The following description is the opinions and thoughts of 51 YAC members interviewed at the 2000 Community Foundations of Canada conference in Ottawa.

- organized
- encouraging & supportive
- doesn't get involved "too much"
- points out our weaknesses with constructive criticism
- shares knowledge and experience without preaching
- gives youth almost complete control
- steps in when appropriate
- trusts us even if we look completely lost
- respectful & fair
- open to new ideas
- dynamic & creative
- patient
- recognizes who we are
- understanding
- non-judgmental
- young at heart
- energetic
- treats us like adults
- optimistic
- not overwhelming
- trustable & trusting
- fun & easy going
- constructive

TIPS FOR WORKING EFFECTIVELY WITH YOUTH VOLUNTEERS

The following ideas are based on tips developed by the Greater Coquitlam Volunteer Center.

1. Utilize them to their fullest potential – this will probably be much more than you think they are capable of!
2. Treat them as you would an adult volunteer, with respect and trust. Involve them in decision making wherever possible. Young people have excellent ideas, and your organization will benefit from giving them the opportunity to voice them.
3. Be organized and keep them busy. Make sure you have enough work to fill their time at your organization.
4. Design service opportunities that meet real community needs, and take the time to talk openly about these needs. It will help youth make the connections between their contributions and the “bigger picture”.
5. Have a space for them to put their things, so they do not feel as if they are in the way. It is often already uncomfortable for a younger person to fit in an adult world, so making that small extra effort will help them to feel welcome.
6. Be sensitive to the needs of young people by making sure that transportation is affordable and accessible. Be prepared to provide bus tickets for youth volunteers.
7. Consider timing. Be aware that most teens are full-time students. Think in terms of semesters and exam schedules. If you do, you are most likely to get consistent performance from them as volunteers.
8. Be excited! Make sure that your orientation is interesting and upbeat.
9. Give your staff an orientation on working with younger volunteers. Make sure that you introduce the young person around on his/her first day. Don't forget – this is your territory, and they may be shy about interacting with the staff. These steps may also help your adult staff and volunteers feel more comfortable – not everyone knows how to relate well to youth.
10. Be careful not to set arbitrary rules about age limitations without considering why there is a restriction. Your agency might inadvertently be discouraging young people from volunteering, and you might be missing out on a source of energetic, committed and fun volunteers.

It is important that all youth council fund development activities be coordinated with the foundation board's development plans to avoid confusion and duplication. There may be times when the youth council and the foundation board undertake joint development activities.

8.1 Research

Research is an essential part of fund development. Research is the initial step that needs to be taken before approaching a donor. The council needs to research several aspects of the donor's history such as what the donor has done in the community, what previous organizations has the donor sponsored, etc. Research allows the council to decide on whether or not they want to approach the donor. Here are some questions that the council needs to research in order to obtain a complete picture of the donor's history:

- How much money is donated annually?
- How much have they given to different organizations?
- What specific type of group does the funding source favor?
- What organizations similar to yours (if any) were funded?

8.2 Donor Letter

After research is completed on a donor, the next step is the writing of a donor letter. It is advisable to create a generic donor letter. Much of the same information about your council is used on every donor letter the council writes, however, each letter must be individualized. Be sure to indicate on your letter some sign of the research the council has done on the donor. After the letter is sent, wait one to two weeks before calling the donor to arrange a presentation.

8.3 Presentation

The presentation to the donor is a key part of the fund development process. The presentation should be done by members of the council, often accompanied by a foundation board member, and should be no longer than 20 minutes. The following are some things that donors might want to know about the council and should be included in the presentation:

- What is the purpose of the council.
- What are the goals of your council for the future.
- What is the age range of your council.
- List the names of your members.
- How frequently the Council meets.
- How many individuals, corporations and government organizations supported the council in the past.
- Your Council's financial plans for the upcoming year.
- How much your council would hope to receive as a donation.
- Examples of grants made by the council

8.4 Follow Up

After making a presentation, it is a good idea to call the donor to check if they require further information. If the council receives the donation, the following should be done in recognition:

- Write a personalized thank-you letter or note
- Use the donor's logo on publicity material, when the donor is not an individual
- Make them an honorary member, if appropriate.

FUNDRAISING BASICS: 'MAKING THE ASK'

Making 'the ASK' of Business

(Business also includes Unions, Employee Associations, and employee social and recreational clubs)

1. Money

A business has several money-giving 'doors':

- 'Donations Program'
- 'Promotion & Advertising' budget
- individual donations from the owner and employees
- employee donations made by means of payroll deductions
- Employee Associations and/or employee social and recreational clubs can donate funds. They can also organize fundraising events on your behalf.
- Unions can donate funds, especially if their members can benefit in some way from the donation (via the work of your group), or if there is some connection between their work and your organization's goals.

2. People

Businesses and Unions can:

- lend a person to help by either giving their employee time off to volunteer for you, or have flexible work makeup arrangements for their staff.
- contact someone who has recently retired, who still has contacts with the business or union, who may have time to help you.

3. Skills

Businesses and Unions possess an abundance of individuals with skills, for example, carpenters, plumbers, etc.

4. Services

Anything from using an in-house print shop, graphic and design services, mailing machines, photocopiers, fax machine, or computer equipment, to borrowing equipment such as a truck, ladder, or bank of telephones.

5. Products

A business can provide a range of used products, and a business can also donate or sell, at cost, products that it manufactures.

6. Raw Materials

Business that manufacture or import raw materials can donate these free or at their cost. This category includes lumber and steel.

Reaching Your Potential Donors

(Includes information gathering & analysis and use of information)

This aspect of the process has two parts:

1. *Assembling detailed information about the funding source for example:*

- how much money does the company donate annually?
- how much have they given to different organizations?
- what is the company's application review process, and who participates in it?
- who are the key decision makers and who is the most influential among those reviewing applications?
- is there a deadline to get requests for money into the company, or do they consider requests year round?
- when does the company review requests, and when do they make their decisions?
- what information must you submit with your request for funds?
- does the company prefer any particular kinds of projects to fund?
- have organizations like yours been funded by this company in the past; how much did they get; and what was their project?
- what is the maximum number of years for a pledge period?

2. *Much of the information you require will be gleaned when you first meet with the funding source (company).*

Request the meeting in the context of seeking advice, rather than seeking money. The meeting will:

- enable you to compile general information about the funding source.
- put a 'face' on the proposal; you become recognizable to the company, so that they can identify with your proposal when it is submitted.
- enable you to gather informal data which might increase the impact of your presentation. (The person you talk to might drop hints that will help your proposal.)
- explore other options. You might learn that another business or other funder could fund a portion of what you want, rather than one company doing it all.

If you cannot organize a personal visit, compile a number of questions and research these by telephone. Check to see if anyone in your group (or in your group's acquaintances) has a personal connection to the funding source.

Presentation of Your Proposal

Attempt to organize a small presentation committee, not more than three people. This group is usually made of two volunteers representing your group and a board member and/or your adult advisor. All should be very familiar with the proposal. Choose people who will make the best impression.

Keep the presentation short, not more than 5 to 8 minutes. Encourage people to ask you questions at anytime.

If a presentation cannot be organized, request a time when it will be appropriate to 'drop off' your proposal, when you might get 5 to 10 minutes with the potential funder.

NOTE: The research that you do, and the presentation that you make emphasizes the importance of personal contact. In most instances, it's worth it, even if you have to cover travel costs to a head office, to meet with people at the potential funding source.

Follow up to the Presentation

At a suitable interval (not before one week has passed) following your presentation, it is useful to call the office of the funding source to enquire:

- a. if they require any further information;
- b. If they have any questions; and
- c. when you will be informed of their decision.

If anyone in your group, or anyone that you know has a personal connection to someone involved with the funding source, it may be worthwhile for them to write or speak in support of your proposal.

When applying to a government funding source, it is always worthwhile to send a copy of all your written communications, including the proposal, to politicians (MLA's, MP's) that represent your area, and others known to be interested in your group.

Acknowledging the Decision of the Funding Source

It is important to quickly respond to the decision of the funding source, even if you don't get funded. Thank the funding source for their consideration of your proposal.

If your proposal was accepted for funding, ask the funder what, if any, recognition they would like to have. (Has your group considered donor recognition methods?)

Donor Recognition

Examples include:

- A personalized Thank You letter.
- Donor Recognition in the form of a plaque, a pin, a certificate, an announcement in the local paper, a thank you lunch or dinner.
- Honorary Membership in your group. This may include your newsletter, discounts, invitation to events, receiving your annual report.
- Invitations to special events that you are holding, such as a grand opening or project launch or celebration.
- A special annual newsletter for donors.

What Corporations Want to Know

“Man is an animal that makes bargains: no other animal does this. No dog exchanges bones with another.”
- Adam Smith

Following is a random sampling of what corporations want to know about your group. Make sure that your presentation contains answers to the following questions. Other potential donors may want to know the same.

1. For how long has your group been formed?
2. List the names of your directors
3. How often does your board meet?
4. How many paid employees do you have? How many volunteers do you have?
5. How many people, businesses and government organizations supported your group in the past year?
6. What is the purpose of your group?
7. What are the accomplishments that your group has made in the past year? State the kinds of projects or activities that you conducted.
8. What are the goals and objectives of your group for the coming year?
9. Are you registered as a charitable non-profit organization for tax deductions? If yes, what is your registration number?
10. State your total operating income during the past year; various sources of funds; expenses; and the difference between expenses and revenue.
11. State your financial plan for the coming year for the above items.
12. State how much you need and how much of this you expect to get from the business community.
13. Has your group participated in any other fundraisers in the past year?
14. If a business makes a donation to your group, is there any potential for publicity or other forms of visibility in the community for having done so?
15. Are there any executives, directors, or employees of the potential donor corporation associated with or on the Boards of your group?
16. How much would you expect to receive as a donation?
17. Are there any ways in which the potential donor could be of help to your group other than by making a cash donation? Please specify.
18. Is your group local, regional, provincial or national?
19. Is this fundraiser for capital funds or for operating expenses?
20. To what segment of the community are you directing your fundraising drive?
21. Is the fund raising campaign annual? If not, what period does it cover?

The Personal Approach (1:1 Conversation)

To be successful in securing funds and other help, you must have the right attitude.

Don't be A...

Beggar

Don't get on your hands and knees to plead for a donation. Begging doesn't work, because it implies that you are soliciting for yourself. You are not! You are asking for money to help others. You are inviting donors to share in this pursuit (and they know it!).

Bill Collector

Many solicitors approach past donors with an appeal that sounds like this: "It's that time of the year again..." This approach almost never works. Always show a donor how his donation fulfills his needs and the needs of society. Never assume a past donation entitles you to a future gift.

Slick Salesperson

Try to avoid the hard sell. Don't look at soliciting as a battle where one person wins and one loses. Think of yourself as a counselor creating a situation where everyone involved benefits, both the donor and your 'charity'.

"Wolf" Crier

Many fund raisers are fond of approaching donors like this: "If you don't give us a donation, our work will die. Don't let this happen." It is always better to show a potential donor your long term viability, rather than "cry wolf".

The Flagellant

Quite a few fundraisers approach their job as if they hate it, but are willing to bear their burden anyway. Their attitude is: "Someone has to do it. It might as well be me." This is not effective because donors like to give to someone who projects confidence, commitment and excitement about their group's work. Self-pity will get you nowhere.

Do Be A...

Broker

A broker puts the needs of a buyer and seller together and creates a situation where both parties get what they want from an exchange. That's what you do when you ask for a donation.

"Good Deal" Giver

You are giving donors an opportunity to share in your good works at a very modest investment.

Executor

An executor administers an estate on behalf of another. You are an executor for your donor's money; make sure it gets spent as wisely and efficiently as possible, to the benefit of the greatest number.

Catalyst

As a fundraiser you are a catalyst. You get others excited about the prospect of helping with your valuable and important work.

TIPS

👉 Listen to the donor BEFORE and DURING your presentation.

Survey the opinions of prospective donors before approaching them. Attempt to build an appeal that squares more with prospective donors' needs and aspirations than with your own. Too many organizations tend to demand a donation by limiting their appeal to their needs to the exclusion of all others. Accommodating the donor's point of view is sometimes referred to as the "marketing approach".

👉 Involve the prospective donors in a discussion.

During the presentation, make your points in three or less minutes and then ask the prospective donor to comment or ask questions.

👉 Universalize your appeal.

Show how your request for funds will benefit the whole community and perhaps communities elsewhere. DO NOT present your appeal as if it were solely to benefit your group.

👉 The right person makes the difference.

Donors are mostly impressed when approached by a volunteer with whom they have something in common. Always attempt to match donors with solicitors.

👉 NEVER PUSH THE DONOR.

Be a good investment counselor instead.

"If you don't strike oil in twenty minutes, stop boring."

- Andrew Carnegie

9.1 Guidelines

Clearly stated guidelines are essential to effective grant making. Making sure the applicant knows your guidelines and follows them helps the Council to make effective decisions. The following are the VFYPC's funding guidelines:

What We Fund

- Projects that are youth involved
- Program related projects (i.e. time-limited activity or series of activities designed to meet certain goals)
- Capital projects (i.e. construction, renovation or equipment purchases)

Eligibility

Applicants must have charitable status, or be sponsored by an organization that is registered as a charity. This may be a school, service club, church or other community group. Sponsors must be willing to assume legal and financial responsibility for the project. Grants are not made to individuals or businesses.

Guiding Principles

- Where appropriate, those affected by the initiative should be involved in the development, implementation and evaluation of the project.
- The organization should demonstrate a commitment to the project through a contribution of human and/or financial resources.
- Significant and appropriate support from other sources (including the community) should be evident.
- There should be evidence of collaboration with the community and/or other agencies in the field.
- The organization should demonstrate inclusiveness and respect for diversity.
- Projects that will be ongoing after the grant's end should provide realistic plans for longer-term funding.

Ineligible Requests

- 100% of a project's cost
- an organization's operational or core expenses
- retroactive funding, or any project expenses to be incurred prior to the Foundation's decision date
- office equipment and furniture
- activities of religious organizations that serve primarily their membership and/or their direct religious purpose unless the community at large will benefit significantly
- sabbatical leaves, student exchanges

- medical equipment
- amateur sports teams

Deadlines

Deadline for submission of completed applications is the first Friday in January, April and September.

After A Grant Has Been Awarded

Vancouver Foundation's Youth Philanthropy Council expects the following from grant recipients:

- approval prior to any alterations in plans
- proper fiscal management
- well-planned project evaluation
- interim and/or final reports (financial and descriptive)
- public recognition of the support received from Vancouver Foundation's Youth Philanthropy Council
- The Council appreciates the opportunity to make site visits, if time and location permits.

9.2 Application Form

A simple application form that is clearly laid out is essential to effective grant making. The VFYPC's application form is included in the appendix of this manual as an example of an effective application form.

9.3 The Grant Evaluation Process

How do you know if you are evaluating a grant proposal in the most effective way? The following are some helpful questions to ask when evaluating grant proposals:

- Screening for Eligibility: Is the organization registered as a charity with Revenue Canada? (you can confirm information by calling 1-800-267-2384) Does the request meet your legal requirements?
- Organization Strength: Is this a credible organization, especially in the program area in which funds are requested? What is its mission? Its professional standing within its community? Its track record? Who is served and are there similar programs in the same geographical area? Is there evidence of community support? What are the distinctive merits of this organization?
- People: Do key personnel have the necessary expertise to undertake the proposed program? Who provides leadership and vision for the organization? Is the management efficient and well-organized? Does the board composition reflect an appropriate diversity of skills and backgrounds?
- Financial Condition: How does the agency meet day-to-day operations? Is there a broad base of support? If it is a deficit operation, how does the agency intend to meet the deficit? Does the project budget make sense? Is it inflated or inadequate? Does it provide sufficient details? Are other revenue sources realistic? Does it take in-kind support into account?
- Issue or Problem to be Addressed: Has an important problem of workable dimensions been presented and data provided to substantiate the problem? Or, have issues to be addressed been prevented and documented?
- Program Objectives: What will be accomplished with the proposed funding? Are the objectives realistic and measurable? Do they relate to the stated problem or need? If there is a new activity or approach, what has been learned from research or similar programs?
- Methods: Are the plans sufficiently detailed? Is there evidence given as to why the methods should bring about the desired results? Is the timetable for implementation realistic? Are staff adequate and capable enough to reach objectives?
- Evaluation: Is there a procedure designed to measure accomplishment of objectives? For pilot or model programs, what plans have been made to share the results with others and to implement the findings?
- Future/Other Funding: What other funding sources have been identified? If the program is to be continued beyond the grant period, is a verifiable plan presented for future financial support?
- Language and Form: Is the proposal clear and logically presented? Has the writer avoided making any unsupported assumptions? Is there extensive use of jargon and verbiage?

9.3.1 Site Visits

Site visits are a useful tool for understanding the project fully. A site visit allows you to meet the people who are applying for the grant so they are not just a name on a piece of paper. A site visit is most beneficial after reviewing the application so the Council members know what questions to ask and a little background on the project. It is advisable to have the adult advisor accompany the Council members on the site visit. It is best to have two to three Council members on each visit, as small numbers are less threatening to a grant applicant.

9.3.2 The Decision Making Process

Generally, the Council strives to operate on a consensus basis among its members. When making decisions on grant applications, the Council members who have been on the site visit present their information and impressions of the project and applicants to the rest of the Council. This is followed by a discussion, and generally a decision is reached by consensus. However, if members cannot reach agreement about whether to support the project, the chair will call a vote with a show of hands. Members may vote for, against or abstain.

9.4 Problems/Trouble Shooting

During the course of a Council's life, a variety of problems and difficulties may occur. The best way to deal with these is immediately and decisively, because if left too long, they may grow into an even larger problem, or impede the progress of the Council. Here are some common problems that a Council might encounter and suggestions as to solutions:

- *Low turnout to meetings:* This could be because of many things. First of all, after the very first meeting of the Council, expect the membership to drop dramatically by the next meeting. This is because some people may decide that the council is not right for them, or they don't have enough time to commit. Do not be discouraged, this is normal. Secondly, it is important to make sure that each person is contacted directly, not by answering machine or second hand messages, and informed of meeting times. This is why a dedicated Contact Person (5.2.1) is important. And finally, take into consideration the lives of youth these days. With school, exams, sports, jobs and other volunteer work, it can be difficult to find times where everyone can meet. The best thing to do is to make the meetings always on the same day, and schedule them well in advance, so instead of council members trying to cram the meeting into their schedule at the last minute, their schedule will be planned around the meeting.
- *Ineffective committees:* Sometimes a committee is unable to do the job it was assigned. Such as a logo committee never coming up with a logo for the council. This can be attributed to many things, such as poor communication between the members outside of meetings. Also, youth's initiative to work on the project can cool off between meetings. The best way to counteract idle committees is to make sure that there is a very dedicated committee member keeping things moving along. Try to find people who have an interest in what they are doing, and are not just doing it because no one else will. Not only does this keep things moving, but also because the members are doing things they enjoy, they are less likely to leave the committee or the council.

To solve any problem, it takes common sense and patience. Never point fingers or blame someone. If a Council member blames someone, then the non-threatening environment is destroyed and members become hesitant to give input. If an adult advisor blames someone, the Council will feel alienated, and

may lose faith in said advisor. Especially when the Council is first starting out, is it important to sustain a friendly atmosphere, as this is when members decide if they will stay or leave.

9.5 Conditional Granting

Conditional granting is a helpful tool for grant makers if the grant seems to cause a lot of debate among the Council members, or if the council is generally supportive of the project, but has some concerns about it. There are many situations when putting conditions on the grant is appropriate, for instance, the VFYPC has had applications for projects that are already partly underway. In our granting criteria, we cannot fund aspects of projects that have already happened, so we would attach a condition to the grant that the money we are giving must be used for aspects of the project that have yet to begin. Many projects that the Council grants have components that are not youth driven; since the Council can decide how much money to grant to a project, the Council may only grant to the aspects of a project that are youth driven. Another type of conditional granting works on the basis of the applicant getting sufficient funds from other sources to proceed with the project. This allows the Council to provide support to projects and it may also help them obtain funds from other sources.

9.6 Follow Up

When the project is completed, the grantee provides receipts for re-imbusement. This ensures that payment is made only for the amount that was actually spent on the approved budget items of the project. In cases where salaries or honorariums are involved, or other instances when the grantee requires the money up front, the grant is usually paid in installments to ensure that payments are released as and when required and that the project spending is carefully accounted for. In all cases, financial and project reports are expected from the grantholders.

The Council appreciates recognition of the grants they provide, and this is often done through acknowledgement in publications, press releases or at events. Council members also appreciate being invited to events that mark the launch or completion of a project, or opportunities to see the project in progress. This is an excellent way to monitor the grants made that is more interesting and gratifying than simply receiving reports.

TIPS FOR EFFECTIVE GRANTMAKING

Listed below are some steps to consider to make the most effective grants possible:

1. Are you diverse? Whose voices are being considered in your group, and which ones are missing? Can you reach out to involve the “target audiences” of your grants? Do you ask for their opinions with a sense of dignity and respect? Can you get their “buy-in”?
2. How do you focus your grants? When did you last conduct a needs assessment? When did you last identify the strengths already existing in your community? Have any of your grants been used to strengthen the already existing strengths? Do the grant applicants know what your focus areas are? Do you have clear, workable definitions of what your focus issues really mean? Could you use other youth to help define those issues (Focus groups?)
3. What do you really know about the focus areas? What programs/projects are currently addressing them? How could you take advantage of experts and/or people affected by those issues?
4. How can you educate the grant seekers? What do they need to know about your group? What do they need to know about your focus areas? What amount of money would you likely grant? Can you help them obtain the advice/input of youth or target audiences?
5. Does your grant application ask the right questions? What do you really need to know about the grant applicant, and their proposal? Can you use a one-page grant summary as the first step?
6. What does your grantmaking process look like? Do you have cycles, or are grants reviewed whenever they appear? Do you work with the applicants to refine the proposal, or simply react to what they have submitted? Do you conduct applicant interviews, or go on site visits? How do you determine who is awarded grants? Do you use a committee structure to review the applications, or is each member expected to review them? How do you evaluate the success of your grants? How do groups know that you make grants? How are the grants awarded? Does the “public” know of these awards?



WHAT IS CONSENSUS?

Consensus is a process for group decision-making. It is a method by which an entire group of people can come to an agreement. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Through consensus, we are not only working to achieve a better solution, but also to promote the growth of community and trust.

Consensus vs. Voting

Voting is a means by which we choose one alternative from several. Consensus, on the other hand, is a process of synthesizing many diverse elements together.

Voting is a win or lose model, in which people are more often concerned with the numbers it takes to “win” than with the issue itself. Voting does not take into account individual feelings or needs. In essence, it is a quantitative, rather than qualitative, method of decision-making.

With consensus people can and should work through differences and reach a mutually satisfactory position. It is possible for one person’s insights or strongly held beliefs to sway the whole group. No ideas are lost; each member’s input is valued as part of the solution.

A group committed to consensus may utilize other forms of decision making (individual, compromise, majority rules) when appropriate; however, a group that has adopted a consensus model will use that process for any item that brings up a lot of emotions, is something that concerns people’s ethics, politics, morals or other areas where there is much investment.

What does consensus mean?

Consensus does not mean that everyone thinks that the decision made is necessarily the best one possible, or even that they are sure it will work. What it does mean is that in coming to that decision, no one felt that his/her position on the matter was misunderstood or that it wasn’t given a proper hearing. Hopefully, everyone will think it is the best decision; this often happens because, when it works, collective intelligence does come up with better solutions than could individuals.

Consensus takes more time and member skill, but, uses lots of resources before a decision is made, creates commitment to the decision and often facilitates creative decision. It gives everyone some experience with new processes of interaction and conflict solution, which is basic but important skill building. For consensus to be a positive experience, it is best if the group has 1) common values, 2) some skill in group processes and conflict resolution, or a commitment to let these be facilitated, 3) commitment and responsibility to the group by its members and 4) sufficient time for everyone to participate in the process.



Forming the consensus proposals

During discussion, a proposal for resolution is put forward. It is amended and modified through more discussion, or withdrawn if it seems to be a dead end. During this discussion period it is important to articulate differences clearly. It is the responsibility of those who are having trouble with a proposal to put forth alternative suggestions.

The fundamental right of consensus is for all people to be able to express themselves in their own words and of their own will. Fundamental responsibility of consensus is to assure others of their right to speak and be heard. Coercion and trade-offs are replaced with creative alternatives, and compromise with synthesis.

When a proposal seems to be well understood by everyone, and there are no new changes asked for, the facilitator can ask if there are any objections, there can be a call for consensus. If there are still no objections, then after a moment of silence you have your decision. Once consensus does appear to have been reached it really helps to have someone repeat the decision to the group so everyone is clear on what has been decided.

Difficulties in reaching consensus

If a decision has been reached, or is on the verge of being reached that you cannot support, there are several ways to express your objections:

- Non-Support (“I don’t see the need for this, but I’ll go along”)
- Reservations (“I think this may be a mistake but I can live with it.”)
- Standing aside (“I personally can’t do this, but I won’t stop others from doing it.”)
- Blocking (“I cannot support this or allow the group to support this. It is immoral.” If a final decision violates someone’s fundamental moral values they are obligated to block consensus.)

Withdrawing from the group.

Obviously, if many people express non-support or reservations or stand aside or leave the group, it may not be a viable decision even if no one directly blocks it. This is what is known as a “lukewarm” consensus and it is just as desirable as a lukewarm beer or a lukewarm bath.

If consensus is blocked and no new consensus can be reached, the group stays with whatever the previous decision was on the subject, or does nothing if that is applicable. Major philosophical or moral questions that will come up with each group will have to be worked through as soon as the group forms.



Roles in a consensus meeting

There are several roles that, if filled, can help consensus decision making run smoothly. The facilitator(s) aids the group in defining decisions that need to be made, helps them through the stages of reaching an agreement, keeps the meeting moving, focuses discussion to the point at hand, makes sure everyone has the opportunity to participate, and formulates and tests to see if consensus has been reached. Facilitators help to direct the process of the meeting, not its content. They never make decisions for the group. If a facilitator feels too emotionally involved in an issue or discussion and cannot remain neutral in behavior, if not in attitude, then s/he should ask someone else to take over the task of facilitation for that agenda item.

A vibes-watcher is someone besides the facilitator who watches and comments on individual and group feelings and patters of participation. Vibes-watchers need to be especially tuned in to the sexism of group dynamics.

A recorder can take notes on the meeting, especially of decisions made and means of implementation and a time keeper keeps things going on schedule so that each agenda item can be covered in the time allotted for it (if discussion runs over the time for an item, the group may or may not decide to contract for more time to finish up).

Even though individuals take on these roles, all participants in a meeting should be aware of and involved in the issues, process, feelings of the rest of the group, and should share their individual expertise in helping the group run smoothly and reach a decision. This is especially true when it comes to finding compromise agreements to seemingly contradictory positions.



CONSENSUS DECISION MAKING

TIPS ON HOW TO MAKE YOUR MEETINGS RUN MORE EFFECTIVELY

RULES FOR CONSENSUS

Consensus does not mean that everyone agrees with the decision, but that everyone is willing to live with it.

- ★ *Standing Aside* – if you do not agree with the direction that the group is heading in, but you are not willing to stop the rest of the group from going ahead with a generally accepted idea, you can choose to stand aside. This should only be done after you have clearly articulated your concerns and there has been a discussion in the group about your concerns. If there is more than one or two people standing aside, it would be wise to continue to search for other ideas.
- ★ *Blocking* – one individual has the power to block a decision, even if it goes against something that the rest of the group agrees to. Again, this should only be done after lengthy discussion, and only in situations where you feel that the decision is morally wrong and would harm the group or other people in some way. Good conflict management skills are necessary in these situations to try and work out solutions.
- ★ *Modified Consensus* – some groups use a modified form of consensus that allows for a fall back to voting if consensus is not working, or if someone is blocking a decision that the group feels strongly about. A vote must be taken to determine if a vote will take place. Both votes must usually garner 75% approval.



Attitudes and Consensus

Attitudes which may NOT support consensus...

✘ Competition

- achieving your own goals at the expense of others
- can manifest as: withholding information, manipulation, focus on other's weaknesses
- belief that there is only "one way" to do things

✘ Lack of Interest in Others

- putting your personal needs ahead of other's
- focusing on your own ideas and contributions
- not listening to other's input

✘ Ownership of Ideas

- your ideas are "your property" and you expect credit for them
- not open to suggestions or compromise

✘ Reliance on Authority

- depending on others to give "answers"

✘ Lack of Participation

- not actively participating in the process, whether through active listening and/or contribution of ideas and opinions

✘ Unacknowledged Biases

- unspoken judgments, racism, unresolved conflicts, unpleasant past dealings, sexism and other prejudices affect the way you listen to others



The Council gives grant writing workshops to various youth organizations and interested individuals. Grant writing workshops also serve as an effective form of promotion for the Council. It is important to make the workshops interactive; asking participants questions, having discussions about the attendees' previous grant experiences and what they hope to learn from the grant writing workshop are good ways to do this. The following is an example of an agenda that may be used for a grant writing workshop:

- 1) Welcome and Introductions
- 2) "Finding the Fit" – an overview of granting sources
- 3) Writing an effective grant proposal
- 4) Budgets
- 5) Break
- 6) Group activity – writing a sample grant proposal in small groups
- 7) How a funder assesses a grant application (this part is also used to assess the grant applications that the groups wrote in part 6)

Promotion of the Council to the public is extremely important for both the recruitment of members and attracting applications and donors. The following are methods of promotion for the Council.

Brochures

Brochures are an effective way to recruit new members as well as letting the community know about what the Council does. This is an active recruiting method that may require the Council's existing members or possibly the adult advisors to get out in their community to schools or community centers. Make sure your brochure includes the Council's contact information.

Flyers/Posters

Colorful flyers and posters that advertise the Council are a good way to recruit new members and attract potential applications. Large, easy to read print is the best for attracting people's eye on a poster or flyer.

Word of Mouth

By far one of the most effective recruiting methods, especially for youth. For example, when a member talks to his or her friend about joining the Council they might be more comfortable or enthusiastic to join since a friend they respect is on the Council already.

Here are some useful terms that are commonly used when dealing with philanthropy or community foundations.

Adult advisor – A person over the age of 21 with relevant experience that provides guidance to the YAC.

Assets – Stocks, bonds, property and funds given permanently to a foundation so that it may produce its own income for grant making.

Board of Trustees (or Directors) – The governing and policymaking body of a foundation.

Charity – An organization working for the public good, in such areas as relief of poverty, advancement of education, religion, health, arts culture, etc.

Community – A place where people care about one another and in which everyone feels they belong and can participate.

Community Foundations – Foundations that operate to benefit a specific community or region. They are supported by a variety of donors, some of who establish specific named funds within the foundation. A governing body or distribution committee representative of community interest usually administers them.

Endowment – Financial holdings of a foundation, which, through investments, may provide some or all of its income for grant making.

Foundation – a nongovernmental, nonprofit organization established to further social, educational, religious or other charitable activities by using its funds (generated by previous investments) to promote various initiatives that reflect the goals or values of the philanthropists; a foundation usually solicits grant proposals and selects projects in accordance with its policies, priorities and focus, and evaluates the implementation of the projects funded.

Fund raising – The gathering of money through staged events.

Grant – A contribution of money made by a foundation to a nonprofit organization, institution, group to accomplish a specific or general purpose.

Nonprofit organization – One in which the purpose is service to society rather than profit.

Philanthropy – The effort to increase the well being of mankind, as by charitable donations. Love of humankind. A charitable action or institution.

Proposal – Written request for a grant or contribution. Proposals usually outline why the grant is needed, the purpose it will serve, the plan for meeting the need, the amount of money needed, and background about the applicant.

Registered charity - An organization registered with the federal government as a charity and able to provide tax receipts for donations.

12.5 Community Foundation Youth Advisory Council Q & A's

What is a community foundation?

A community foundation is a collection of funds made up of charitable gifts from individuals and organizations. The funds are invested and, under the supervision of a board of directors, the income that is generated is then distributed to a variety of community projects, programs, bursaries and scholarships.

What is a Youth Advisory Council?

A Youth Advisory Council is a committee of a community foundation. It is comprised of representative youth from the community that have a common interest in building a better community for young people. It is recognized that youth are more than capable of recognizing the youth needs in the community. With the assistance of an adult advisor from the board of directors of the community foundation, the YAC will be provided opportunities to accept and review grant applications for projects within the community which are proposed by youth, led by youth, and which benefit youth.

How does a Youth Advisory Council get money to give out in grants?

In the same way that a community foundation creates a fund from which investment income is generated, a YAC would develop a fund from which investment income would be directed to youth projects. It is expected that this fund will be largely developed through donations from individuals and organizations that support the initiative of youth granting to youth. Some fund-raising events may take place but the main purpose of these will be to raise the profile of the group, which will hopefully generate more charitable gifts to the Youth Advisory Council's endowment fund.

To aid in the development of YACs throughout BC, Vancouver Foundation offers matching grants for new Youth Advisory Councils. In other words, they will match whatever is raised at the local level in the first year up to \$5,000. 50% of funds raised would go into a permanent fund to start generating income, and the other 50% would go to making grants in the first year. Matching grants of \$4,000 and \$3,000 for the subsequent two years are also being offered by Vancouver Foundation. As the fund grows, it will become possible to make grants using only the investment income, leaving the endowment fund to grow.

13 YOUTH EYES ONLY

Hello there, if you are indeed a youth, welcome to Section 13. It's a little like Area 51, except it has less aliens and more YAC stuff. Contained in this section is all the info that you should know when it comes to adult advisors, social events, and what you should expect to encounter down your road of Philanthropy.

First of all, lets start off with the **Adult Advisor**.

An Adult Advisor is the person who does the work behind the scenes. She or he should always be there for the Council whenever it needs his or her help. The Adult Advisor usually does the technical things like writing the conditions of a grant in legal terms, coordinating visits with applicants, and other things that would be difficult for the youth to do. Here is a list of attributes an Adult Advisor should have, put together by YAC members from across Canada.

Organized, **supportive**, encouraging, doesn't get involved "too much", points out the Council's weaknesses with constructive criticism, shares knowledge and experience with out preaching, gives youth almost complete control, steps in when appropriate, trust us-even if we look completely lost, respectful, **fair**, honest, open to new ideas, dynamic, **patient**, understanding, non-judgmental, creative, young at heart, energetic, treats us like adults, optimistic, not overwhelming, easy going, trustful & trustable, fun.

Here is a TIP: If you have the luxury of choosing your Adult Advisor, be careful who you choose, it might surprise you to find out what profession makes a good adult advisor. For example, I suspect that you would imagine that a teacher would make a good Adult Advisor, Au Contraire mon ami! It's nothing personal against teachers, but experience has shown that after years and years of telling students what to do, when they make the transition to a YAC they want to hold on to the feeling of control they have over the group, and thus don't let the youth members have true decision making capabilities. Don't get us wrong, were not saying all teachers will make poor Adult Advisors, just keep this in mind.

If you have the right kind of Adult Advisor she or he can become more than just the Adult Advisor, they can become a friend, peer, mentor and role model. It's a great experience to have and Adult Advisor who is just as excited about the milestones of the YAC as you.

Next, lets visit on the issue of **Social Events**

Sometimes the hardest aspect of a YAC is getting the members to become familiar with each other. After all if you live in a city like Vancouver or Detroit and you have representation from all across the city, it is unlikely that all the Council members will know each other before hand. Furthermore, if the only time the members see each other is at meetings, then most likely they won't get to know each other that well. The best way to get around this is to organize an event, be it disco bowling, a barbeque, or even cow-tipping, in order get the members feeling comfortable with each other. It will make the meetings seem less like a job and more fun.

To **YAC** or not to **YAC**

What's up with "YAC?" people may ask. Yes I am aware it sounds a little weird. But let me comment on this.... the acronym of Youth Advisory Council is YAC. Get over it. Hey, has a philanthropist ever had it easy? If you find it terribly embarrassing, don't use YAC in your name, think of something interesting that captures attention like Grand Forks' "Y?" or Prince George's "HYPE". We didn't include the word YAC either, we used the name VFYPC or Vancouver Foundation's Youth Philanthropy Council, and we like it just fine.

Me Tarzan, you **Youth!**

The world of Philanthropy until relatively recently has been very adult oriented. Even today, not all adults know what to expect from you, or how to interact with you. Just act like the energetic youth you are, spice it up and put pizzazz into the world of Philanthropy. If you have the opportunity to interact with the old pros in philanthropy, be it at a conference or in a board room, remember that they have been doing this sort of work for many years and you can learn lots from them, and at the same time, they have lots to learn from you.

Cloudy, with a chance of showers

You may find that in the course of reviewing your grant applications that sometimes you get applications that just, well, make about as much sense as a tanning salon in the Sahara. This doesn't necessarily mean that the project is bad, it also can mean that the writing is sloppy. Most youth don't have experience in writing application forms, and many adults don't have experience either. It is because of this inexperience that they don't quite know what to do, or can get confused. Which brings us to the next section....

Grant Proposal Writing Workshops

If you have the time, and more importantly the know how, putting on a Grant Writing Workshop can have many rewards. First of all, it gives your Council members experience in public speaking, a very important life tool. If you are a new Council, it can do many things for your benefit. It gets the word out to people about your Council and what you do. As well, some new Councils find it difficult to get many grant applications, and by putting on this workshop you can rustle up some projects to fund. And finally, it gives applicants the skill and style that they need to write an informative and well written application, which is something that will make your job much easier.

YAC's just wanna have **fun**

You are youth. Youth have fun. So by golly enjoy yourself doing this, it's not meant to be a chore. It should be something that you look forward to and enjoy doing. It's time to put the fun back in FUNding.