

## Community Impact Grant Policy

### 1.0 Background

The United Way Lanark County and Smiths Falls (UWLC) is constantly looking for ways to improve its support to local communities through its partnerships with organizations that provide services to the citizens of Lanark County and Smiths Falls. With a view to maximizing the impact of funding within these communities and enhancing communications and collaboration among all parties, UWLC will allocate funding on a project basis through Community Impact Grants. Implementation of this approach began with the 2015 funding process.

### 2.0 Purpose

Through Community Impact Grants, UWLC aims to:

- Fund high-impact, broad-based initiatives that benefit people throughout Lanark County and Smiths Falls
- Enhance communication between social service-providers
- Encourage partnerships between community sectors
- Prevent duplication of services
- Support the priorities of United Way's Community Impact Focus areas and goals
- Help organizations to plan for the future by providing multi-year funding

### 3.0 Policy

Community Impact Grants may be approved for projects running up to a maximum of five consecutive years.

In applying for funding from UWLC, organizations must satisfy the criteria described in section 3.1.

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## **3.1 Project Criteria**

1. The project must address a demonstrated local need and should address a service need, concern, circumstance, or activity which has not been adequately addressed or developed in the community.

2. The project must align with one or more of UWLC's three focus areas:

### ***From poverty to possibility***

- Helping people in need meet their basic needs and build their capacity to become economically independent
- Helping people experiencing poverty develop plans and prepare for a better future

### ***All that kids can be***

- Helping children and youth reach their full potential
- Engaging children and youth in learning opportunities that allow them to develop emotionally, physically, and mentally

### ***Healthy people, strong communities***

- Building our community by improving lives and engaging individuals
- Achieving meaningful, long-term improvements to the quality of life in our community
- Helping individuals and families build the assets they need to handle life's challenges and to achieve their personal goals

3. The project must involve collaboration between at least two registered not-for-profit or charitable organizations operating within Lanark County and/or Smiths Falls. See Section 3.3 Collaboration.
4. The application must include a business case for the project. See Appendix A for a sample business case.

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5. Through the business case, the application must demonstrate a strong foundation of support, resources and staff – i.e., it needs to have adequate finances, personnel (staff, volunteers, partners), and other resources to be implemented successfully.
6. For projects which will extend beyond the period of the initial grant, the business plan that accompanies the application must include provisional budget forecasts for the entire project.
7. Project expenses must comply with the criteria set out in this document under Sections 5 and 6.

### **3.2 Eligibility Requirements**

1. The organization leading the project and submitting the application must be a registered not-for-profit or charitable organization operating within Lanark County and/or Smiths Falls. Funding for approved projects will be provided to the lead partner.
2. Organizations participating in projects must operate in a non-discriminatory manner as set out in the Ontario Human Rights Code and be non-partisan.

### **3.3 Collaboration**

1. Partnership/collaboration means working closely together in an organized and ongoing fashion.
2. While the project must involve collaboration between at least two registered not-for-profit or charitable organizations operating within Lanark County and/or Smiths Falls, other not-for-profit organizations, non-governmental organizations, governmental organizations, for-profit organizations or companies, or individual professionals may also be involved.
3. The partnership must be explained in the application, describing what each partner's role is in the project.

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## **4.0 Funding of Multi-Year Projects**

1. Each year, following the conclusion of the UWLC fundraising campaign, the UWLC Board of Directors will review the funding of all approved, ongoing projects as part of the overall funding process.
2. The Board of Directors reserves the right to adjust the funding previously approved for projects.
3. The lead partner of the project will have the right to appeal any changes to the funding decision as per the CIG Appeals Policy.

## **5.0 Discretionary Expenses Eligible for Funding**

Applicants may submit discretionary expenses for consideration, and may receive funding if the applicant demonstrates that the expenses are integral to the success of the project. For example:

- Salaries specific to the proposed project
- Professional development
- Strategic planning- facilitation
- Computer technology
- Costs for travel within the UWLC service area for activities integral to the project
- No more than 20% of the project budget may be allocated for administration/overhead costs.

## **6.0 Ineligible Expenses**

The following expenses are not eligible for UWLC Community Impact Grant funding:

- Direct funds to individuals
- Travel expenses not directly related to the project and/or for travel which is outside the UWLC service area
- Deficit financing
- Operational reserves
- Dollar for dollar replacement of government funding

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- Capital construction costs (unless they are for a specific item of equipment that is an integral part of the program/service)
- Fundraising efforts
- Portions of Taxes

### **7.0 How to Apply**

1. Applications are normally accepted during the annual application process, initiated through a call for project submissions in the spring of each year. Should additional funds become available during the funding year, the Board of Directors may issue an ad-hoc call for project submissions.
1. **Applicants may contact the UWLC Executive Director for further information regarding the application package.** The application form may be found online at [www.lanarkunitedway.com](http://www.lanarkunitedway.com)
2. **Please note:** Applicants must review the completed application for errors and/or omissions before submission. Failure to submit a complete application will result in rejection of the application.
3. Applicants must e-mail one copy of the application to the UWLC c/o of the Executive Director (see application form or website for current e-mail address), and then forward two (2) printed and signed copies of the application to the UWLC office at 15 Bates Drive, Carleton Place, ON, K7C 4J8.

### **8.0 Required Documents with Application**

1. **The following documents must accompany the application form:**
  - a) There must be a letter addressed to UWLC Executive Director, conveying the funding request, signed by the applicant's Board Chair and Executive Director.
  - b) There must be a business case including a detailed budget for the project submitted with the application. See Appendix A for a sample business case.
  - c) There must be the most recent overall audited financial statements from each stakeholder.

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## **9.0 Evaluation Process**

1. Upon receipt of an application deemed complete by the UWLC Staff, the Board of Directors will review the application. Representatives of the Board's Funding Committee will meet with representatives of the organization submitting the request for funding. It is expected that the representatives from the submitting organization will include the Chair of the Board of Directors or his/her delegate and the Executive Director. Representatives from partner organizations may also be included in these meetings.
2. The Funding Committee will assess the applications against the criteria described in this policy and will submit a recommendation to the full Board of Directors. The Board will then determine the funding decision.
3. The applicant will receive electronic or written notification of the funding decision.

## **10. Funding Agreement**

1. Successful applicants must sign a Letter of Agreement for funding.
2. As part of the Funding Agreement, the applicant, and all partners in the project, must clearly identify themselves as affiliated with United Way Lanark County and Smiths Falls throughout the duration of the project and recognize United Way's support of the project in all public activities related to the project.

## **11. Reporting**

1. The applicant must submit a detailed Final Grant Report within 60 days of the conclusion of the grant, providing metrics related back to the workplan, budget and evaluation criteria set out in the original application, detailing the status of the project and its success or failure.
2. Multi-year grant recipients will be required to submit a Grant Status Report each year during the application process and a Final Grant Report within 60 days of the conclusion of the grant.

**Community Impact Grant Business Case Outline**

**1. Summary**

The summary is a brief (fewer than 200 words) description of the goal of the project.

**2. Needs Assessment**

The needs assessment analyses the problem and explains why the problem needs to be corrected.

The Problem

- What is it?
- Why does it exist?
- Who is affected?
- What is the extent of the problem?
- What is the damage if the problem is not fixed?

Benefits from Correcting the Problem

- Physical and environmental
- Financial: Added Returns / Reduced costs
- Other

**3. Analysis**

The analysis outlines the information used to make the decision, and tells why the proposal represents the best or most cost-effective solution. It describes:

- problems encountered in existing situation
- what alternative solutions were considered
- why this is the best course of action to choose
- why this is the most cost-effective solution, or if not, why it was chosen

**4. Objectives of the Project**

What, precisely, will be achieved by completing the project? State the objectives clearly; one short statement for each, without accompanying arguments or

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documentation. It should be clear to the reviewer how these objectives relate to the objectives of the funding program.

Objectives are Specific, Measurable, Achievable, Realistic and Timely (S.M.A.R.T.). These define the results expected as a direct consequence of the project's completion. Such hard data verifies the value of the project, and makes it saleable to the community as well as the funding program.

Identify long- and short-term objectives if it adds to the understanding of the project.

### **5. Performance Measures**

Performance measures evaluate the success of the project. They indicate how the project will meet the objectives listed at the beginning of the business case. The business case will:

- state the evaluation criteria for each objective
- outline how or by whom each will be evaluated.

### **6. Project Work Plan**

The work plan spells out the jobs to be done, the time frames and milestones, and who is responsible. Evaluation criteria for each step or milestone could be included here.

Describe key activities:

- Outline milestones and timelines for completion.
- Identify risks to project completion and contingencies.
- List stakeholders and their responsibilities.

### **7. Financial Plan**

The financial plan shows how the project will be financed, explains why program funding is necessary and how funds will be used. Elements of a financial plan include:

- detailed budget for first year
- provisional budget for subsequent years
- sources of funding (donations, partners, grants, etc.)

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- funds expected from targeted program
- in-kind (non-cash) contributions
- operating and administrative costs

### **8. Partner Profile**

Partners may be any parties with a vested interest in the project who are contributing significantly to its success. The most effective partners are those that contribute financially to the project.

The partner profile includes:

- clear indication of which partner is leading the project
- names of all participating partners
- each partner's interest in the project
- each partner's contribution
- each partner's experience and capabilities in contributing to the completion of the project.

Letters of support from interested parties may help in supporting a grant application, but they are not considered part of the business case.

### **Business Case Checklist**

To ensure that your business case is complete, examine the following points:

1. **Achievability** — This ensures that you (and other parties) have the experience, expertise, and resources to manage the project. Examine different approaches that can overcome any potential obstacles, e.g. additional resources, timelines, or budgets.
2. **Benefits** — Outline the benefits and opportunities that each option provides. Identify the high-level of your project's main objectives, and how these benefits can be measured
3. **Costs** — Obtain figures for the cost of the project over its entire lifecycle, not only the implementation costs. Determine where the funding for the project will come from.
4. **Objectives** — Seek consensus with the other stakeholders on what constitutes success. If you do not take this step, stakeholders may have different expectations of the final deliverable. Define success factors that are specific,

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- measurable, and achievable; identify any other factors that could affect success, such as the delivery of other parallel projects.
5. **Options** – Gather details on all available options that could meet the business needs. Consider the trade-offs associated with each option, and the degree to which each option meets the project’s needs.
  6. **Partners** — Identify those (individuals, units, and departments) who are involved and/or affected by the project and their interest in the project
  7. **Resources** — Scope the anticipated resource and capabilities requirements that you will need, such as staff, IT, workspace, equipment, and funding.
  8. **Risks** – Identify potential risks – plan contingences. Prepare a high-level estimate of the costs for each risk.
  9. **Scope** – Define what is in/out of scope with the existing budget; scope what can be delivered with a reduced budget, with indicative delivery dates; ensure that there are no conflicts with other on-going projects. Look at the impact that delaying the project or under-delivering could have.
  10. **Sustainability** – if the project will or could result in an on-going program, indicate how the program will be funded in the long term

# Change starts here.



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