

United Way Funding Application Guidelines

2021-2022

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March 31, 2021*

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OUR MISSION

To build a better community by organizing the capacity of people to care for one another.

GUIDING PRINCIPLES

- United Way is committed to addressing and funding current and emerging human service needs in the community.
- The relationship between the United Way, the agencies it funds and the public is based on trust. We aim to ensure that all our dealings are open, fair, easily understood and consistent with agreed-upon policies and procedures. United Way values the significance of citizen participation to the health of the community.
- Involvement of volunteers in policy formation and decision making is fundamental to the operation of United Way and voluntary agencies.
- United Way is accountable to its donors and the general public for responsible distribution of voluntary dollars.
- Funding decisions are based on established priorities and demonstrated needs as identified by United Way with input from agencies and the community.

FUNDING CRITERIA

Financial support from United Way of Lethbridge & South Western Alberta:

- Will fit with United Way's funding priorities, and be based upon demonstrated community needs.
- Will be primarily in support of specific, defined programs that serve residents of the Lethbridge and South Western Alberta region.
- Will be based on the availability of financial resources and the availability of other funding sources for the agency.

To accomplish its mission and objectives, United Way of Lethbridge & South Western Alberta conducts an annual fund distribution process to examine the funding requests of member agencies and requests for membership by new agencies. Allocations are carried out by panels of volunteer citizens and board members that reflect, to the greatest degree possible, the diversity of our community.

UNITED WAY COMMUNITY IMPACT AREAS

United Ways across the country recognize that they can contribute to a greater movement called **Community Impact. It is about achieving meaningful, long-term improvements to the quality of life in our communities—addressing not just the symptoms of problems but also identifying the root causes.** It's about making fundamental changes to community conditions, and not only providing a portion of monies raised through annual campaigns.

The following areas are the focus of funding for United Way of Lethbridge & South Western Alberta:

All That Kids Can Be
<p>Success in School</p> <p>Supports promoting educational achievement of children and youth, transition to post-secondary education or employment. Includes, but is not limited to services supporting school readiness, homework completion, reading and writing instruction, academic guidance and counselling, alternative educational options (ex: dropout programs, flexible learning environments), job skills training, job search training and assistance.</p>
<p>Community Engagement and Leadership Development</p> <p>Supports to provide opportunities for children and youth to develop positive social relationships with adults and peers at home, in school, and in the neighbourhood, as well as to meaningfully participate in and contribute to community. Includes, but is not limited to, programs supporting volunteerism, enabling children and youth to participate in a range of recreational, cultural, social and civic activities via clubs or youth groups.</p>
<p>Emotional and Physical Wellbeing</p> <p>Supports to assist the development of both emotional health (including positive self-perception, mental health and resiliency) and physical health (including nutrition, health care, and physical activity) and environment (life stress, socioeconomic status, neighbourhood setting) that allow children to engage in day-to-day activities.</p>
Poverty to Possibility
<p>Food Security</p> <p>Supports to ensure food access for individuals and families experiencing food insecurity; supports to build community by growing, cooking and sharing food together. Includes, but is not limited to, emergency food provision, breakfast/snack programs, community gardens, cooking programs, meals on wheels, community meals, food collections.</p>
<p>Housing Stability</p> <p>Supports for people who are homeless or at risk of homelessness to find and maintain housing, meet basic needs, and promote health and well-being. Includes, but is not limited to, emergency shelter, transitional housing services, supportive housing programs, outreach programs, affordable housing development and tenant counselling.</p>
<p>Employment</p> <p>Supports to assist individuals to develop their job skills and to enhance their ability to find and maintain employment. Includes, but is not limited to employment counseling, resume preparation assistance, interview training and other pre-job guidance services, skills upgrading, mentoring, and training/development programs.</p>
<p>Financial Literacy and Individual Support</p> <p>Supports for individuals to develop the knowledge and skills to manage their personal financial resources effectively and make more informed money management decisions that build their financial security. Including, but not limited to, banking services information and support, financial assessment tools, financial management workshops, personal financial counseling, tax preparation assistance.</p>

Healthy People

Indigenous Peoples

Culturally relevant programs and services for Indigenous individuals and/or families. Include, but are not limited to: culturally-based education, training, employment, leadership, community development, parenting, and healing and wellness programs

People with Disabilities

Supports to help adults and children with physical or developmental disabilities live independently and actively participate in communities. Supports to assist family members and caregivers. Including, but not limited to, mobility training and assistance, escort assistance, independent living supports, respite care, related support groups, education and other resources to help people with disabilities and chronic illnesses to live well.

Seniors

Supports to promote healthy, active living among seniors. Supporting seniors to live independently, either in their own homes or in supportive housing. Including, but not limited to, adult day programs, congregate dining, seniors' centres, and transportation to medical appointments, shopping, banking, and supports to caregivers.

Newcomer Settlement and Integration

Supports to assist newcomers to settle and integrate by meeting immediate needs and providing longer term assistance, and supports to help communities of newcomers engage by building capacity, leadership and voice. Including, but not limited to settlement and orientation counseling, information/referral services, translation and interpretation.

Community Mental Health & Wellbeing

Supports to promote mental health and well-being, increase public awareness, reduce stigma, and provide community-based mental health programs. Including, but not limited to, preventive services, crisis support services, addiction services and self-help resources. Also includes support for those living with chronic illnesses.

Sexual and/or Domestic Violence

Supports to assist men, women and children who have experienced sexual assault and/or abuse, as well as those who have experienced physical, sexual and/or emotional abuse in domestic relationships. Including, but not limited to, crisis intervention, emergency shelters, counseling and transitional services, parenting supports, and legal support, as well as advocacy, preventative work and public education.

Strong Communities

Neighbourhood Development and Engagement

Supports to strengthen communities and neighbourhoods by engaging residents, community stakeholders, community organizations, funders, government and academic partners to: improve quality of neighbourhood life, and foster community cohesion; build and maintain an adequate network of neighbourhood infrastructure, social services and community programs; engage in policy and research activities to understand and support communities and neighbourhoods; and increase public awareness of the importance of strong neighbourhoods for a strong and vibrant city.

Organizational Capacity Building and Leadership Development

Supports that help leaders and organizations develop their skills through individual and organizational training and skills development. Including, but not limited to, governance training, strategic planning, program planning, outcomes measurement, evaluation, and volunteer management.

Volunteer Engagement and Mobilization

Supports that assist in the recruitment, placement, training, recognition and retention of volunteers at an agency and/or sector level. Includes, but is not limited to, volunteer opportunity databases, volunteer centres, and local volunteerism awards. This does not include volunteer initiatives that are by a specific program for which an organization receives funding.

ELIGIBILITY

Eligibility for United Way funding is based on the following criteria:

- The applying agency provides programs and/or services to residents of Lethbridge & South Western Alberta
 - Includes the area from Claresholm south to the U.S. border, and from the B.C. border to Highway 36 including Taber and Vauxhall.
- A volunteer board of directors governs the agency
- The agency provides annual financial statements
- The appropriate persons have signed the Agency Endorsement page
- The agency has an active, charitable status with Canada Revenue Agency
- The agency provides verification of existing partnerships for direct program/service delivery (in cases where two or more organizations have a direct role in the delivery of a program or service. **For information about charity/non-charity partnerships, visit [https://communityfoundations.ca/wp-content/uploads/2019/05/Better Together 2015.pdf](https://communityfoundations.ca/wp-content/uploads/2019/05/Better_Together_2015.pdf)**

United Way of Lethbridge & South Western Alberta **does NOT fund:**

- Organizations without registered Canadian charity numbers
- For-profit organizations
- Services that are primarily religious or political in nature
- Organizations acting in the capacity of a funding body
- The arts (unless tied to social programming)
- Medical research/equipment
- Capital costs (One-time expenses, the cost of which is needed to bring a project to an operable status. ex: acquisition of land or buildings, construction projects, purchase of vehicles)
- Facility maintenance, utility and rent payments
- Wages and salaries (unless directly linked to a specific program's delivery)
- Individuals
- Deficit funding

Please be advised that the United Way of Lethbridge & South Western Alberta is not in the position to meet all recognized needs within the community. It is therefore possible that an agency might meet or exceed expectations on all criteria and still not be awarded funding. Funding will be allocated to areas of the greatest perceived community needs first.

Once an agency is approved for, and accepts funding for ongoing programs from United Way of Lethbridge & South Western Alberta, it is subject to all policies and allocation procedures and must abide by the Funded Agency Agreement and the Supplemental Fundraising Agreement (Appendix A).

EVALUATION OF APPLICATIONS AND FUNDING RECOMMENDATIONS

The Allocations Committee's funding recommendations will be based on the agency's performance against the United Way's values and funding criteria. All applications are reviewed by a group of volunteers who use a standardized scoring matrix on behalf of the community to evaluate applications. The committee recommends funding levels for social service programs delivered through United Way member agencies.

Once recommendations have been made by the volunteer committee and approved by the Board of Directors of the United Way, allocations will be distributed as described below.

PAYMENT OF ALLOCATIONS

Approved allocations are dispensed in up to four payments each year as detailed in the Agency Funding Agreement. The approved allocation will be paid in full, except where, after discussion, significant changes in the circumstances of the United Way or the agency indicate otherwise. If the agency is not using the funds as stated in their proposal, the United Way of Lethbridge & South Western Alberta reserves the right to withhold future instalments until it is satisfied that the funds are being used appropriately.

NON-OPERATING FUNDS

United Way funds are to be used for operating purposes; that is, expenditure items that are consumed during a normal operating year or cycle. In special cases or under unusual circumstances, United Way may agree to fund essential non-operating items based upon the merits of each individual case. **As a general rule, United Way does NOT provide funding to capital campaigns. Please see above for more information.**

POLICIES

RESERVES

United Way of Lethbridge & South Western Alberta believes that stability of agencies within the not-for-profit sector is good for the sector and good for the community as a whole. This policy encourages the creation and maintenance of unrestricted reserve funds to contribute to the agency's stability. Where this reserve fund is already in existence, this policy encourages transparency.

United Way will not penalize an agency for creating a reasonable unrestricted reserve fund. In the interest of fairness to other organizations and the community as a whole, if an agency has an unrestricted reserve fund of more than the amount equal to six months of operating expenses, the agency may have their United Way of Lethbridge & South Western Alberta allocation amount reduced appropriately, based on the discretion of the United Way's Board of Directors.

FINANCIAL STATEMENTS

United Way of Lethbridge & South Western Alberta believes that accountability and transparency are the cornerstones of ensuring public trust. Agencies must submit independently produced, LOCAL financial statements for the current fiscal year end referenced in the funding application, in the form of an audit or review engagement prepared by someone qualified to do so, and who is at arm's length from the organization. If the current year's financial statements are not yet available, the agency is requested to submit statements for the most recent year available, with the understanding that United Way may request more detailed financial information during the review process.

In the case of local chapters of national organizations where local statements are not available, national or provincial audited statements are requested with a detail of local chapter and program expenses.

PROGRAM BUDGET

A budget detailing revenues and expenditures for the proposed program must accompany the agency's funding application. A budget template follows Section 3 of the application forms, or agencies may submit their own separate document. Budgets should describe all proposed and confirmed sources of revenue, as well as all planned expenditures as they relate to the program in question.

ANNUAL BUDGET

United Way of Lethbridge & South Western Alberta believes that effective financial management practices dictate the need for a diversified funding base within each organization. Therefore, United Way of Lethbridge & South Western Alberta may not allocate an amount that represents more than 50% of the Member Agency's total annual operating budget vs. program budget. Those whose funding currently exceeds 50% of their annual budget may have their allocation reduced appropriately, based on the discretion of the Board of Directors, for amounts over \$10,000.

UNITED WAY LOGO USE

As outlined in the Agency Agreement, United Way's logo should be used in relevant marketing and communications materials if 15% or more of a program's budget is funded by United Way. For amounts less than 15%, logo placement is discretionary but appreciated.

United Way's logo for print and web use can be requested by emailing communications@lethbridgeunitedway.ca.

Suggested logo use:

- When listing funders for your agency or program
- When partnering with United Way for a specific event (ex: Youth Week)
- On publications making reference to a program funded by United Way
- Website or relevant marketing where possible
- Social media

Questions

If you have questions not answered here, please do not hesitate to contact the United Way office for further information.

Phone: 403-327-1700

Email: communications@lethbridgeunitedway.ca

APPENDIX A

SUPPLEMENTAL FUNDRAISING AGREEMENT

Note: The leadership and board of directors of each funded agency is responsible for attaining a working knowledge of this policy and assuring the agency's compliance.

This policy is based on the following assumptions.

1. Donors prefer a single solicitation.
2. Some donors wish to support a specific cause or agency.
3. A federated workplace campaign is an efficient fundraising method.
4. All companies and individuals in the United Way of Lethbridge & South Western Alberta's service area are potential donors.
5. Agencies relinquish some fundraising opportunities when they become United Way funding recipients.
6. United Way is unable to meet all funding needs of agencies.
7. The benefits of United Way funding are more than just financial.

Introduction

The United Way of Lethbridge & South Western Alberta campaign operates on the premise that donors prefer a federated solicitation rather than multiple solicitations and that corporate support can increase total donations through an employee payroll deduction campaign.

The ultimate goal of this policy is to maximize the funds available to provide the services of funded agencies to those in need in our community. United Way takes responsibility to publicize this policy and to review it on a regular basis for its appropriateness to changing conditions.

Collaboration and Partnership

To the extent that resources are available, United Way of Lethbridge & South Western Alberta is committed to providing consultation and assistance to funded agencies seeking to develop a fundraising campaign or project. United Way encourages joint fundraising events as a way to strengthen marketing appeal, obtain appropriate volunteer expertise and numbers, and sharing resulting benefits.

Such joint fundraising can be between two or more agencies or between United Way and specific agencies. Mutual responsibilities and benefits of any joint fundraising should be agreed to in writing by all participating agencies beforehand. The same applies to agencies collaborating or partnering to deliver a program or service.

Many groups and organizations have purposes which are beneficial to the community (nonprofits, service clubs, other community groups), but are not registered Canadian charities themselves, and thus are not eligible to receive funds from United Way. Partnerships between charities and non-charities allow funding like ours to support important services while remaining in compliance with CRA regulations.

In cases of a partnership between two or more charities, or between a charity and a non-charity, a formal agreement in writing is recommended to establish policies, procedures, roles and responsibilities when it comes to carrying out a program or project.

In cases where agencies are applying in partnership for United Way funding, a copy of any such agreement is a required attachment to the application.

For information and best practices, please download *Better Together: A Guide for Charity/Non-Charity Partnerships* at https://communityfoundations.ca/wp-content/uploads/2019/05/Better_Together_2015.pdf

Policy Objectives

1. Acknowledge and respond to the needs of funded agencies.
2. Facilitate a strong, mutually supportive environment in which the community achieves a maximum level of giving.
3. Foster coordinated and cooperative fundraising efforts based on recognition of the interests of donors.
4. Convey a fundraising policy that is clear, easily understood and fairly applied to all funded agencies.

Fundraising

Agency fundraising is any activity providing funds over and above those allocated by United Way.

By joining United Way, a funded agency agrees that it will not solicit donations from employee groups or individuals at their place of work, regardless of the time of year. Workplace solicitation is the cornerstone of the United Way campaign. This means that under no circumstances can you approach individual employees at their place of work. This policy does not prohibit solicitations of employees at home or in any other environment. Internal fundraising drives within your own organizational staff group are exempt from this policy.

The following fundraising activities are considered an integral part of finances for the agencies

- Earned income including client fees, rental of facilities, and investment income
- Government funding
- Unsolicited donations, bequests, gifts by will, endowments or memorial funds
- Gifts from service clubs, churches, foundations and trusts, whether solicited by the agency or not
- Bingos, lotteries or raffles
- Productive enterprises in which goods or services are sold for a price related to their value
- Activities related to sustaining individual, long-term donors

Notification of Major Fundraising Activities

Agencies are asked to notify United Way 30 days in advance of any major or extraordinary fundraising activities during the United Way Campaign Period of September 1 – November 30. United Way will consider the possible impact on United Way's annual campaign due to timing, promotion, market or image of the activity. When possible, Agencies are requested to limit fundraising activities during the United Way Campaign Period.

Ethics

Fundraising activities affect the public image of an agency and, by extension, the United Way federation. As part of its planning, an agency should carefully consider the ethical aspects of any proposed fundraising activity.

These aspects include:

- Using methods that are acceptable to the community
- Meeting all licensing and legal requirements
- Avoiding discrimination against or demeaning any group
- Preserving the dignity and image of the agency's clients
- Achieving a reasonable ratio of fundraising proceeds to costs for the specific type of event. United Way recognizes that ratio variations exist between different kinds of events
- Avoiding methods that create undue pressure, unrealistic expectations or false promises in the mind of the donor.
- The participation of an agency in a cross-promotion or its acceptance of a company sponsorship implies that the agency endorses that company or product. Before involvement, the agency should evaluate the possible results of such an endorsement.

Agencies are strongly encouraged to respect the fundraising ideas and plans of other agencies and to co-ordinate their fundraising dates, methods, target audiences and sponsors. This will create greater co-operation and collaboration in the community, to everyone's benefit. Agencies may use United Way of Lethbridge & South Western Alberta as a communication medium to share planning information.

Compliance with Policy

The United Way Impact Committee will be responsible for investigating any agency it feels is not abiding by this policy regarding fundraising. The committee will make recommendations to the United Way Board of Directors if it feels there has been a breach of policy, including but not limited to:

1. Pointing out the agency's conflict with the policy and the possible results.
2. Recommending appropriate action, which could include a proportional reduction in the agency's allocation or review to determine if the agency should continue to be funded by United Way.

Member agencies who receive funding from the United Way Community Fund will be expected to promote donations to the United Way Community Fund, and are not to solicit designations back to their agency through Donor Choice in such things as agency literature or while in speaking engagements.

Questions

If you have questions not answered here, please do not hesitate to contact the United Way office for further information.

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