



United Way
Hastings &
Prince Edward

2017
APPLICATION
GUIDELINES &
SUPPLEMENTARY
FUNDRAISING
POLICIES

A tool to assist with determining eligibility, strategic fit, and completing the application. This document also outlines United Way Hastings & Prince Edward's supplementary fundraising policies.

For important details, please be sure to review the **Call for Proposals**, which can be found at www.unitedwayhpe.ca

Introduction

United Way Hastings & Prince Edward is a highly successful and trusted fundraising organization that strives also to achieve meaningful, long term improvements to the quality of life in our communities. Our goal is to help make fundamental changes to community conditions while continuing to provide support through annual fundraising campaigns.

In 2015, the communities of Hastings & Prince Edward Counties helped United Way Hastings & Prince Edward raise over \$2.1 million, which assisted the organization in funding more than 100 local programs and initiatives throughout Hastings & Prince Edward Counties.

Mission

To provide leadership in a collaborative manner with our Funded Agencies and others to increase the capacity of our community to respond to human services needs.

Vision

Our community is a great place to work, live and play because all citizens, through the caring and generosity of its members, have equal opportunities and access to human services and development.

Background to Community Impact Strategy

United Way Hastings & Prince Edward is proud to be a respected fundraising organization and trusted community partner. In an effort to continue to bring about measurable and permanent change for people throughout Hastings and Prince Edward Counties, United Way Hastings & Prince Edward has created three priority areas that are supported by the communities' not-for-profit social services sector following extensive research that began in 2011. These priority areas include All that Kids Can Be, From Poverty to Possibility and Strong Communities.

Each of these priorities is part of a larger strategy known as Community Impact (CI). Community Impact can be defined as making fundamental changes to community conditions, which includes, but is not limited to allocating funds through the annual fundraising campaign. Ultimately, it is about people and organizations coming together to create lasting measurable change.

The CI strategy will be achieved by identifying the root causes of key local issues, developing strategies to address them, bringing together the funding and resources needed to get the job done, and finally, measuring the results.

Investment Criteria

Within this investment process, funding will be awarded to successful applicants for:

- Either a one year funding period, or

- A three year funding period.

Please note: For the 2017/2018 application year, United Way Hastings & Prince Edward will NOT be implementing a multi-year process. We are excited to be entering into the third year of a three year process and as a result have committed almost a million dollars in multi-year funding. In September 2018, the application process will reopen and have both multi and single year funding options available to applicants. Therefore, this year we will only be accepting applications for one year grants for a funding pot of approximately \$200,000.00.

** Please note, the additional Organizational Capacity Grants and the Collaboration Grants will be allocated through a separate process and are NOT included in this process.

United Way Hastings & Prince Edward has established **four key investment principles** that will guide investment processes ensuring financial contributions remain:

- **Focused** - United Way Hastings & Prince Edward supports strategies that align with its strategic focus areas based on in depth community research. Investments are open to all organizations and associations that meet current eligibility requirements and that demonstrate their work aligns with the impact agenda
- **Balanced** - United Way Hastings & Prince Edward invests in both proactive prevention services as well as reactive responsive interventions and strives to balance investments to ensure one is not over-represented
- **Impactful** - Community investments support strategies that focus on measurable results that are proven to build a stronger community. We collect, analyze, track and share information on these results.
- and **Financially Accountable** - United Way Hastings & Prince Edward will invest funds in programs and services where the agency can demonstrate:
 - Strong and transparent financial accountability
 - Sustainability and viability
 - Financial need for support

Regardless of the funding term of the grant, **our funding priorities** remain the same; All that Kids Can Be, Poverty to Possibility and Strong Communities.

Basic priorities, long term and short term outcomes are explained below. However detailed **Guidance letters** are available for each, inclusive of indicators for measurement and basic descriptions of the programs and services that United Way Hastings & Prince Edward will fund within each of the priorities. Guidance letters will serve as a tool in the evaluation of submissions through the citizen review process and the evaluation rubric is included for agencies reference.

Those Guidance Letters can be found at www.unitedwayhpe.ca and on the E-CImpact website. Please read.

All That Kids Can Be

Engagement in Learning

Children and youth are supported in their optimal development and prepared initially for school, for the challenges they face and for transitions to post-secondary education and meaningful employment.

Connectedness & Community Involvement

Young people feel respected and trusted within the communities they live creating a strong sense of place and belonging where youth thrive and contribute, empowered to meet the high expectations they have of themselves and their community has for them

Emotional & Physical Wellbeing

Young people have meaningful, healthy relationships with at least one adult and benefit from accessible and affordable opportunities to form healthy peer relationships and lifestyles

Increasing access to early learning opportunities in vulnerable neighbourhoods and beyond

Supporting parents with the tools and resources necessary to raise happy, healthy children

Increasing opportunities for children and youth to form positive relationships with peers and adults

Increasing access to resources that foster school success

Helping the community embrace the uniqueness of young people, building reciprocal trust and respect

Increasing access to recreational opportunities for children and youth locally

Developing the skills necessary for youth to make a successful transition to adult roles, responsibilities and relationships

Increasing opportunities for meaningful engagement in their community fostering a strong sense of place and belonging

Providing opportunities for youth that mitigate risky behaviours and choices

For full details on long term outcomes, short term outcomes, strategies and indicators, please see the Guidance Letters.

From Poverty to Possibility

Access to Basic Needs

To reduce the human, social, and economic costs of poverty on our community by improving access to and affordability of the basic needs of life

Employment, Skills Building & Financial Security

To improve opportunities for individuals to retain and maintain family-sustaining, meaningful employment or income that promotes economic self-sufficiency

Improving the Service System

To strengthen a service system that supports a 'person-first' approach, with increasing integration and collaboration among community services, improved access through intensive case coordination and decentralizing service delivery.

Working toward an accessible and affordable transportation system connecting residents with their community

Strengthening literacy, employment, pre-employment and on-the-job skills training and development programs

Strengthening programming and improving access through intensive case coordination and service resolution as well as working toward increased coordination between services

Increasing access to affordable and appropriate housing with the supports to maintain it

Increasing financial literacy and financial management for those living with low income

Building strong collaborative multi-sectoral networks to address poverty

Increasing access to emergency food supplies and creating opportunities for improved access to safe, affordable, nutritious food with the supports to maintain that access

Improving access to programs offering assistance in job search skills and providing accessible and affordable services to support employment and ensure basic needs are met

Working together to help individuals and families better navigate support systems by redesigning and decentralizing service delivery to community and neighbourhood settings understanding effective practices and impacts of hubs for residents

For full details on long term outcomes, short term outcomes, strategies and indicators, please see the Guidance Letters

Strong Communities

Neighbourhood & Community Engagement

To encourage an increased sense of neighbourhood where people interact, become involved in and contribute in various ways to their community.

Connecting People to Supports

To ensure people in our community are aware of and able to access programs and services relevant to their needs .

Personal Wellbeing & Safety

To strengthen our community, fostering an environment of health, safety and independence and better positioning individuals and families to react when their health and/or safety is compromised.

Creating opportunities and places for individuals and families to feel a sense of inclusion and belonging in their neighbourhoods and community

Helping people find relevant and appropriate supports and services in their community, including neighbourhood outreach

Helping seniors and people with disabilities to live independently and sustain their health

Engaging individuals and families in their community through volunteerism or participation in community programs and events

Improving the service sectors knowledge of services and supports available in the community

Helping individuals and families better handle life's challenges by promoting mental wellness and supporting healthy life choices

Providing opportunities for individuals and families to increasingly influence their community in positive ways by taking on leadership roles, participation in the democratic process and engagement in resident led initiatives

Working together to help individuals and families better navigate the service system by redesigning and decentralizing service delivery to community and neighbourhood settings

Creating neighbourhoods and homes that are safer for individuals and families, especially victims of violence and abuse

For full details on long term outcomes, short term outcomes, strategies and indicators, please see the Guidance Letters

Measurement and Reporting

United Way Hastings & Prince Edward has developed standardized Indicators for each outcome under the three priority pillars. By standardizing the way we define indicators, and identifying which indicators are commonly measured and reported, United Way Hastings & Prince Edward can accurately measure the impact of funding and increase the consistency in our reporting of performance and community impact data.

Programs must measure a minimum of one standardized indicator for each funded program and may choose to measure an additional agency identified indicator.

Mandatory Progress Report Schedule:

One year grant – 6 months and completion

Multi-year grant – 6 months, 1 year, 2 year and completion.

Community Investment Process and Timelines

Agencies interested in applying for funding must complete United Way Hastings & Prince Edward's Request for Investment process.

The Request for Investment Process involves two phases:

The application for funding is a two-step process:

1. Request for Investment (RFI) Phase 1 – open to all organizations that meet the eligibility criteria
2. RFI - Full application/proposal Phase 2 – by invitation only

Two orientation sessions will be offered to potential applicants on September 20th, 2017

Wednesday, September 20 th , 2017 REFRESHER TRAINING	United Way Hastings & Prince Edward 55 Harriett St. Belleville 9:30 – 11:30
Wednesday, September 20 th , 2017 NEW APPLICANTS	United Way Hastings & Prince Edward 55 Harriett St. Belleville 1:00 – 3:30

All proposals that are complete and submitted on time will be reviewed by United Way Hastings & Prince Edward staff before being forwarded to a citizen review committee. Citizen Review teams, guided by United Way Hastings & Prince Edward staff and using standard scoring tools will select applicants that will be invited to complete the full application in phase 2.

Timelines

- Request for Proposals available on United Way Hastings & Prince Edward Website September 6th, 2017
- Orientation Sessions September 20th, 2017
- Request for Investment Phase 1 Application Due October 20th, 2017
- Citizen review November 15th, 2017 – February 16th, 2018
- Selected applicants are invited to proceed to phase 2. November 15th, 2017

- Request for Investment Phase 2 Application Due December 18th, 2017
- Phase 2 site visits January 24th /25th & 29th/30th, 2018
- Funding Decision Notification Week of February 26th, 2018

Eligibility Requirements

Every application organization must complete a Pre-Qualification as part of the online application to ensure compliance with criteria. Basic eligibility for United Way Hastings & Prince Edward includes, but is not limited to, the following.

- The agency must align with United Way Hastings & Prince Edward Community Impact Strategy and,
- The agency provides services to residents of Hastings County and/or Prince Edward County and,
- A volunteer Board of Directors governs the agency and,
- The agency provides audited annual financial statement and,
- The agency must be an organization that is a qualified donee under Canada Revenue Agency

United Way Hastings & Prince Edward does NOT fund:

- Organizations that are primarily religious in nature or political in nature
- The arts
- Medical research
- Costs for major capital equipment or expenses that relate to the construction of new buildings, renovations to existing buildings or the purchase of office equipment or furniture that does not have a direct relation to program delivery.

United Way Hastings & Prince Edward relationship with funded partners

The approved allocation shall be dispensed in twelve equal monthly instalments for single year funding; 36 equal monthly installments for multi-year funding. The approved allocation will be paid in full within the allotted time frame, except where, after discussion, significant changes in the circumstances of the United Way Hastings & Prince Edward or the Agency indicate otherwise. If the Agency is not using the funds as stated in their proposal, the United Way Hastings & Prince Edward reserves the right to withhold monthly instalments until United Way Hastings & Prince Edward is satisfied that the funds are being used appropriately.

It is important to note, United Way Hastings & Prince Edward is 'pledging' funds for three years to successful programs receiving multi-year funding, conditional upon our ability to reach campaign goals. By nature, pledges are a promise regarding a future event. United Way Hastings & Prince Edward respects the volatile nature of fundraising and, while optimistic about our future fundraising success, we are cautious about multi-year funding promises. Should United Way Hastings & Prince Edward be unable to meet the pledges due to campaign shortfalls or other unforeseeable events, the United Way Hastings & Prince Edward Board of Directors, at its full discretion, will make amendments to the financial contributions for agencies. As always, should United Way Hastings & Prince Edward be in this position, the affected agencies will be made well aware of the situation at the earliest opportunity.

Evaluation Criteria
Request for Investment – Phase 1

CRITERIA		Considerations in Scoring	RANKING WEIGHT	SCORING RANGE	MAXIMUM POINTS POSSIBLE
Application Question	Criteria				
1	Track record in successfully delivering programs/services supported by specific results	<ul style="list-style-type: none"> How successfully is the agency delivering other programs/projects that it runs? Does the agency have a history of successful/unsuccessful programs? Are the programs similar (e.g. scope, scale, method, issue being addressed) to what is being proposed? Are the results provided specific and demonstrative of real/significant impact? Examples of specificity would include: providing the actual percentage change in program outcomes, citing the number and extent that people were impacted, citing specific policy or systemic changes that are attributable to the program etc... 	2	4	8
2	Ability/capacity to deliver proposed program/project	<ul style="list-style-type: none"> Does the agency, including management and staff, have the ability and capacity (i.e. experience implementing/managing similar program/projects, etc) to deliver the proposed program? 	2	4	8
3	Program/project aligns with core mission of the applicant agency	<ul style="list-style-type: none"> Is the program/project consistent with the core mission of the applicant agency Is there evidence of mission-drift? 	1	Aligned / Not Aligned	1
					17
4	Strength of alignment against priority/long term/short term outcome(s)	<ul style="list-style-type: none"> Evaluate the evidence provided to clearly show that the program/project supports and will help to achieve the long term outcome. Are there appropriate linkages between program activities/goals/strategies to demonstrate that the program/project will impact the long term/short term outcomes? 	4	4	16
					16
5	Greatest Need, Greatest Impact	<ul style="list-style-type: none"> Does the description go beyond the priority goal description to explain the specific need being addressed? Is there a clear description of who the specific target population is and how they would be impacted by the program? Is there a causal link between the described impact and the need? Is the impact realistic considering the scope of the project? 	1.0	4	4
6	Measuring Impact	<ul style="list-style-type: none"> Do the indicators chosen align with the purpose of the program and the activities/strategies of the program? Do the plans for measurement seem reasonable? Does the agency demonstrate the importance of measuring both quantitative and qualitative information? 	2.0	4	8
7	Program/project and Activities Description	<ul style="list-style-type: none"> Is the purpose of the project clearly stated? Is there a clear link between the stated activities and the ultimate goal? Do the program and activity descriptions provide a clear picture of what the agency intends to do? 	1.0	4	4
8	Program/project collaborates or partners with other partners	<ul style="list-style-type: none"> Partnerships can be either informal (i.e. in-kind support, sharing of information, assistance with the evaluation process, etc) or formal (i.e. signed partnership agreements, formal collaboration, etc). Is the applicant agency working in partnership with other organizations to implement this program? Have partner names been provided and roles defined? Is the nature of the partnership clear (e.g. current or future, formal/informal)? If applicable - Is the description of why there will be (or are) no partnerships satisfactory? 	1	4	4
10	Geographic duplication	<ul style="list-style-type: none"> Are there other programs/projects in the same geographic area offering the same, or highly similar services? If duplication exists, is that duplication necessary to fill a gap in service? The answer will allow UWQ to ensure that resources are invested efficiently and effectively. 	1	Duplication / Duplication with Cause/ No Duplication	2
					22
				Total	55

FREQUENTLY ASKED QUESTIONS

1. What are United Way Hastings & Prince Edward's priorities?

Three pillars, consistent with United Way Hastings & Prince Edward organizations across the country, were adopted by United Way Hastings & Prince Edward:

1. All that Kids Can Be
2. From Poverty to Possibility
3. Strong Communities

Within those pillars, United Way Hastings & Prince Edward has identified a series of long-term and short-term outcomes/priorities that are specific to the Hastings and Prince Edward communities. These reflect the community's input, research, data analysis, and trends and patterns identified within the region. Please see the attached flow chart for more information about the three pillars.

2. How can my organization access funding?

United Way Hastings & Prince Edward has three funding streams; multi-year, single-year and small grants. United Way Hastings & Prince Edward will issue a Call for Proposals in the fall of 2016 for the multi-year funding and single-year funding streams. In order to be considered for funding, your organization must respond to that call for proposals, within the timeline indicated in the CFP.

Organizational capacity grants and Collaboration Grants are a separate process with different timelines from the larger annualized process. Please visit www.unitedwayhpe.ca for details

3. Why multi-year funding?

Long-term, sustainable solutions to social issues in our communities require long-term, sustainable resources. United Way Hastings & Prince Edward is committed to impacting some of the toughest social issues in Hastings and Prince Edward Counties; issues like food insecurity, lack of housing, transportation challenges, and children's success in school. United Way Hastings & Prince Edward will work with the community toward long-term, sustainable change by advocating where appropriate, mobilizing resources within our community where we can, and by committing financially to the long-term approaches necessary to promote sustainable, measurable impact on the root causes of these issues.

4. How will United Way Hastings & Prince Edward decide who gets multi-year funding?

United Way Hastings & Prince Edward organizations across the country have embraced the citizen review process. The community donates these funds, and the community will continue to allocate them. Throughout the process, staff and well-trained, knowledgeable volunteers will facilitate the inaugural multi-year/single-year funding process. As always, staff will act as resources and facilitators. Evaluation matrices will be employed to measure an agency's readiness for the multi-year funding model and regular, check-in progress reports will be implemented by the recipient agencies. Some agency programs will be better suited to the single-year funding model based on levels of readiness and/or a program's ability to demonstrate measurable outcomes. Single-year funding may also be recommended for some programs simply due to the volume of applications received.

5. **If we receive a pledge of 3 year funding and United Way Hastings & Prince Edward doesn't reach their campaign goal, what happens?**

United Way Hastings & Prince Edward is 'pledging' funds for three years to successful programs, conditional upon our ability to reach campaign goals. By nature, pledges are a promise regarding a future event. United Way Hastings & Prince Edward respects the volatile nature of fundraising and, while optimistic about our future fundraising success, we are cautious about multi-year funding promises. Should United Way Hastings & Prince Edward be unable to meet the pledges due to campaign shortfalls or other unforeseeable events, the United Way Hastings & Prince Edward Board of Directors, at its full discretion, will make amendments to the financial contributions for agencies. As always, should United Way Hastings & Prince Edward be in this position, the affected agencies will be made well aware of the situation at the earliest opportunity.

6. **We're a small organization. Does that mean we won't qualify for multi-year funding?**

No. The size of your organization, or of your organization's budget, is not a determining factor in your eligibility for multi-year funding. An agency's ability to demonstrate measurable impact, accountability, transparency, sustainability, viability, and financial need will be determining factors. Small but mighty will be considered.

7. **Why the shift in eligibility criteria?**

United Way Hastings & Prince Edward has broadened its criteria slightly to be more inclusive of organizations/groups that are working toward solutions to social challenges while ensuring they remain compliant with Canada Revenue Agency standards. There is tremendous work being tackled on priority issues across our region by numerous community partners, and United Way Hastings & Prince Edward feels it's important to be able to fund those with the potential to have the greatest positive impact.

8. **The exclusion of capital expenses has been softened. Does this mean I can apply to build or renovate a building?**

No. Although United Way Hastings & Prince Edward has broadened its eligibility criteria, we will not be supporting campaigns to construct or renovate buildings. The intention of funding capital expenditures will be to support costs that are necessary to directly implement programming, or to support infrastructure that directly impacts a whole community.

Example: United Way Hastings & Prince Edward may fund laptops or iPads for literacy programs that use these devices in the direct delivery of services, but we will not fund desktop computers for general operations.

9. **What is AIM and why is United Way Hastings & Prince Edward using this approach?**

Borrowed in large part from United Way Hastings & Prince Edward organizations across the province and country, we will implement a three-pronged approach to community impact that will include funding, but will also include the mechanisms for creating lasting measureable change. This approach is called AIM and it has three key principles:

- o **Advocate** – work with government, community planners, community partners, and decision-makers to shape social policy
- o **Invest** – strategically fund programs and services that align with the priorities identified for our community, have the greatest impact possible, and demonstrate a financial need for support.

- **Mobilize** – maximize the collective power of the social sector and the community as a whole by engaging in effective, collaborative approaches to community conditions.

10. Will new agencies, not historically funded by United Way Hastings & Prince Edward, be invited to apply?

Yes. All not-for-profit, charitable organizations, or other bodies deemed a 'qualified donee' by Canada Revenue Agency, and which meet United Way Hastings & Prince Edward's pillars, priorities and eligibility criteria, are invited to apply for funding. For more information, please visit www.unitedwayhpe.ca

APPENDIX A

FUNDED AGENCY AGREEMENT & SUPPLEMENTAL FUNDRAISING AGREEMENT

1.1 APPENDIX A **FUNDED AGENCY AGREEMENT**

Note: The Board of Directors of each funded Agency is responsible for attaining a working knowledge of this policy and assuring the Agency's compliance.

Objective:

This agreement sets out what actions and responsibilities are expected of a Funded Agency and what actions and responsibilities are expected of United Way Hastings & Prince Edward.

United Way Hastings & Prince Edward and the Funded Agencies are partners working together to provide needed social services to the community. United Way Hastings & Prince Edward facilitates cooperation between Agencies, where appropriate, and looks to minimize duplication of efforts and redundant expenses where possible.

United Way Hastings & Prince Edward was established to bring together all possible fundraising campaigns of community-accepted health, and social service agencies in the Hastings and Prince Edward area, including local provincial and national service organizations. United Way Hastings & Prince Edward is dedicated to organizing volunteers to conduct an annual campaign to raise funds to meet specified program needs of its Funded Agencies within the limits described in this document.

United Way Hastings & Prince Edward commits to:

- Conducting an annual fundraising campaign
- Reviewing the application and supporting information of all applicants to determine the organizational plan, method of delivering service and the sources of financial support, apart from United Way Hastings & Prince Edward, in order to avoid unnecessary duplication of costs and services.
- Supporting Funded Agencies through volunteers and staff, and provide United Way Hastings & Prince Edward expertise where available.
- Exercising financial and operational controls, and establishing policies for an effective and successful operation.
- Making a detailed audited financial report available to members each year.
- Maintaining a responsible Board of Directors that has broad community representation, as provided by its constitution.
- Maintaining a contingency fund to be administered by the Board of Directors.

United Way Hastings & Prince Edward Funded Agencies commit to:

- Providing the information requested in the application package.
- Providing timely and comprehensive progress reports
- Undertaking an annual review of the Funded Agency Agreement to ensure that all staff and Board members are familiar with its contents.
- Maintaining responsible management with a knowledgeable and involved Board of Directors that meets at least four (4) times per year.
- Cooperating with other private and public agencies to promote effective and efficient services, and to prevent duplication of effort as far as possible.

- Reviewing year-end surpluses with United Way Hastings & Prince Edward when they occur within United Way Hastings & Prince Edward funded programs.
- Adhering to the Supplemental Fundraising Agreement (*attached*).
- Advising United Way Hastings & Prince Edward of any **major** fundraising plans.
- Consulting with United Way Hastings & Prince Edward prior to changing any existing program/service presently funded by United Way Hastings & Prince Edward.
- Encouraging the Agency Board of Directors and staff to volunteer their services to the United Way Hastings & Prince Edward campaign, in the form of speaking engagements, offering agency tours, etc.
- Where possible and applicable, have agency representation at United Way Hastings & Prince Edward events such as Senior Staff Meetings, Campaign Launch, Campaign Achievement and the Annual General Meeting.
- Displaying its affiliation with the United Way Hastings & Prince Edward prominently in its offices, centre of operation, on stationary, mobile equipment, news releases, and advertising materials; where appropriate.

United Way Hastings & Prince Edward as a Resource

To the extent that volunteer and staff resources are available, United Way Hastings & Prince Edward is committed to providing consultation and assistance to funded Agencies seeking to develop a fundraising campaign or project. United Way Hastings & Prince Edward 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 Hastings & Prince Edward and specific Agencies. Mutual responsibilities and benefits of any joint fundraising should be agreed to in writing by the participating Agencies and United Way Hastings & Prince Edward, prior to the event.

APPENDIX B **SUPPLEMENTAL FUNDRAISING AGREEMENT**

Note: The 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 the most efficient fundraising method.
4. All companies and individuals in the United Way Hastings & Prince Edward's service area are potential donors.
5. Agencies relinquish some fundraising opportunities when they become United Way Hastings & Prince Edward funding recipients.
6. United Way Hastings & Prince Edward is unable to meet all funding needs of Agencies.
7. The benefits of United Way Hastings & Prince Edward funding are more than financial.

Introduction

The United Way Hastings & Prince Edward 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.

Even in a federated campaign only a portion of the total community participates, and the community's needs consistently outstrip the funds raised. However, an individual Agency's fundraising activities, when operated in relation to United Way Hastings & Prince Edward's campaign, can reach new donors, raise significant funds and ultimately strengthen the entire federation of Agencies.

Recognizing this, the Supplemental Fundraising Agreement enhances the United Way Hastings & Prince Edward campaign while addressing the fundraising and public relations needs of Agencies. 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 Hastings & Prince Edward takes responsibility to publicize this policy and to review it on a regular basis for its appropriateness to changing conditions.

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 Hastings & Prince Edward. The acceptability of an activity is determined by the perceived effect that it has on the preservation of the federated United Way Hastings & Prince Edward campaign. United Way Hastings & Prince Edward can grant standing approval of an annual event as long as the basic elements of the event remain unchanged.

By joining United Way Hastings & Prince Edward, a funded Agency agrees that it will not conduct any solicitation of employee groups or individuals at their workplace, regardless of the time of year. Workplace solicitation is the cornerstone of the United Way Hastings & Prince Edward campaign.

Neutral Activities

The following fundraising activities are deemed to have a neutral effect on the United Way Hastings & Prince Edward campaign, and to be an integral part of finances for the Agencies. **NO DISCUSSION WITH UNITED WAY HASTINGS & PRINCE EDWARD IS NECESSARY FOR THESE ACTIVITIES, REGARDLESS OF THE TIME OF YEAR.**

- 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 or not, by the Agency.
- Bingos, lotteries, or raffles.
- Membership fees, limited to individuals or others who have an interest in the Agency and receive a benefit of membership, such as voting privileges.
- Productive enterprises in which goods or services are sold for a price related to their value.
- Activities related to sustaining individual long-term donors.

Activities Requiring Discussion with United Way Hastings & Prince Edward

The following list is considered to be **major or extraordinary fundraising activities** and **DO REQUIRE PRIOR DISCUSSION, regardless of the time of year**, with United Way Hastings & Prince Edward before proceeding. United Way Hastings & Prince Edward will discuss with agencies the possible impact on United Way Hastings & Prince Edward's annual campaign due to timing, promotion, market or image of the activity.

- a) Solicitation of corporations for significant cash donations, donations in-kind or sponsorship.
- b) Direct mail or mass telephone solicitations to the general public, including second party solicitations (e.g. Hydro inserts, flyers with newspapers)
- c) Events soliciting pledges such as telethons, "walkathons", runs.
- d) Capital campaigns - to acquire real estate, repair or construct buildings and related facilities; the acquisition of or major repairs to significant items of equipment or furnishings.

No major or extraordinary fundraising activities (as listed below) shall be sanctioned during the months of September, October and November (Blackout Period) unless 100% of the proceeds are directed to the United Way Hastings & Prince Edward campaign.

- Solicitation of corporations for cash or in-kind donations, or sponsorship of events.
- Direct mail or mass telephone solicitations to the general public, including second party solicitations (e.g. Hydro inserts, flyers with newspapers)
- Major Special events such as dinners, Monte Carlos, dances, golf tournaments or benefit performances.
- Events soliciting pledges such as telethons, "walkathons", runs.
- Capital campaigns - to acquire real estate, repair or construct buildings and related facilities; the acquisition of or major repairs to significant items of equipment or furnishings.

Advertising/promotion in the months of September, October and/or November for events that occur outside of the blackout period should be limited.

Ethics

Fundraising activities affect the public image of an Agency and, by extension, the United Way Hastings & Prince Edward 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 to 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 Hastings & Prince Edward 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 coordinate their fundraising dates, methods, target audiences and sponsors. This will create greater cooperation and collaboration in the community to everyone's benefit. Agencies should use United Way Hastings & Prince Edward as a communication medium to share planning information.

Affiliated Organizations

Each funded Agency affiliated with a national or provincial organization is expected to send a copy of this policy to the affiliate stating its endorsement of the policy and requesting that the affiliate work cooperatively to honour it.

Compliance with Policy

The Community Impact staff will be responsible for investigating any Agency not abiding by the fundraising policy and will make recommendations to the Executive Director and/or Board 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 Hastings & Prince Edward.

Please note:

Agencies who receive funding from the United Way Hastings & Prince Edward Community Impact Fund will be expected to promote donations to this 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.