



# Miscellaneous

# Community Resource Guide

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# Seven Things To Do Before Writing Your Grant Proposal

## 1) Identify the need

- You should prepare a statement that describes the need for your program or project. Include statistical data that supports your need (i.e.: needs assessment). Identify the programming needs of your community. (i.e.: grassroots programming).

## 2) Collect background information about your organization

- You should have readily available documentation about your organization. This collection of information should include your organization's mission statement, a list of accomplishments, a list of previous granting organizations and the programs funded, and the resumes of key staff members and financial statements.

## 3) Develop a grant writing team

- A grant writing team supports and assists the writer. Who will conduct the research and who will write? Assess the skills of each member to determine who will be responsible for each task. Who will compile the budget information, typing, make copies etc?

## 4) Research/Identify the funding sources

- Many organizations have websites on the Internet providing guidelines for funding programs and application information. As you identify potential funding organizations, ask yourself the following questions, does the organization's mission match our needs? Do we meet the funding organizations eligibility requirements and criteria for funding? Is there a good possibility of getting funding?

## 5) Contact potential granting organizations

- Contact granting organizations by phone, email, fax or mail. Grant programs usually have a website that lists the contact person. Mail a letter of intent, to see if your organization qualifies.

## 6) Contact previous grant recipients

- Ask awarded grant recipients questions regarding the funding organizations process. Why do you think your organization was successful? What process did you use in the proposal process?

## 7) Develop a plan

- This plan should include a list of your program/project goals and objectives. An outline of the elements of the proposal and who is responsible (ie: finance – follow-up). An activity schedule detailing who will do what and when. Proposal readiness, be aware of deadline dates and plan accordingly.

- \* Adapted from “Organizing the Grant Writing Process: 7 Things to do Before Writing” by Michelle K. Carter



# Sections Of The Grant

## Cover Sheet

- Name of applicant.
- Contact person with address and phone number.
- Project title.
- Amount of the grant requested.
- Project start and completion dates.

## Project Proposal

- **Project Summary – a concise summary of the project (maximum 5-8 lines)**
  - What is the purpose? Be specific.
  - Why this project is needed? Be specific.
  - What are the overall objectives?
  - What are the expected outcomes? Be specific.
  - Who are your partners in the project?
- **Detailed description of the project.**
  - Why is this project needed and how the need was determined?
  - Provide a description of the target population, existing services and the community need. (i.e.: how many youth and what need is required)
  - What concern will be addressed and why?
  - Who will benefit and how? (i.e.: will it be the community and the youth participating)
  - How will participants be selected?
  - How will the Aboriginal community be involved in the project?
  - How will the results be measured? Describe the anticipated result in concrete terms.
  - How does this funding request relate to the funding organizations purpose, objectives and priorities?
  - If this project is being considered for funding by another funding body, please provide details of that request and contact information of the granting agency.

## Budget

- **Must Answer the following:**
  - Does the budget balance?
  - Can the project be accomplished with this budget?
  - Are the costs realistic and does it fit the criteria?
  - What is the total amount requested from the funding agency?
  - Is the budget consistent with the proposed activities?
  - What other funding is available?



### **Action plan and project timelines**

- What are the proposed start and end dates.
- Schedule of activities (proposed tasks and key dates).
- Projected outcomes (experience gained, success, results, etc).
- Who is responsible for what (how is the community involved in the project and what is their involvement)?

### **Evaluation**

- How will you determine if the goals will be met?
- What information will be required by the granting organization, for “follow-up” of the application?

### **Supporting Material**

- Your organization profile (mandate, length of existence, Board of Directors, etc).
- Your organization’s information (non-profit status – Certificate, annual report, etc.).
- Letters of support from partnering organizations.
- Financial statements (overall operating budget for the upcoming year).
- Other information (make sure the application is signed and dated, provide original, document is formatted, etc).

### **Follow –up**

- Maintain accurate financial records.
- State how the project how was beneficial and why?
- Who did the project impact and what was the outcome?
- How was success measured? Try to use statistical information or feedback forms from your evaluation material.

Source: Urban Multi-purpose Grant Helpsheets, Government of Canada



# Do's and Don'ts of Proposal Writing

## Do

- Make contact with a real person
- Plan ahead so that your proposal isn't rushed or crisis related
- Show that you know who else is working in the field and what they are doing
- Involve others in editing the proposal
- Explain acronyms
- Keep it short not more than 10 pages for the body of the proposal and less if possible
- Show that you care about the work- show some passion
- Pitch the tone correctly- be human rather than academic, let the human story come through, but don't go overboard with emotion.

## Don't

- Take a "one proposal" fits all approach
- "Pad" your budget to include things that are not relevant to the project
- Hide information the funder needs to know
- Send so much documentation that the reader gives up before he/she begins
- Assume that the funder knows all about you so you don't need to bother to present yourself well
- Use unnecessary jargon
- Make the project fit the funding criteria at the expense of what you think needs to be done

# Writing and Layout Tips

## Writing Tips

- Write simply and avoid jargon;
- Use short sentences;
- Use the active rather than the passive voice when you can;
- Check for spelling and grammar mistakes- if necessary get someone else to read it through and make corrections;
- Revise and re-write if necessary;
- Don't exaggerate;
- Write for a non-technical writer.

## Layout Tips

- Use headings and sub-headings, but do so consistently e.g. all headings in one lettering or size, all sub-headings in another;
- Number your pages;
- Bind or staple the document in the right order;
- Use white space- have wide margins;
- Don't crowd the text;
- Use a font that is easy to read.

Source: Writing a Funding Proposal Toolkit by Janet Shapiro (email: Nellshap@hixnet.co.za)



## Sample Budget

<b>Revenues</b>	<b>\$</b>	<b>Notes</b>
Funding (examples)		
Provincial (Saskatchewan Lotteries, S.P.R.A.)	10,800	
Federal (Canadian Heritage)	0	
Self-generated revenues (rentals, etc.)	2,000	Indicate even if anticipated only
Donations – Individuals	3,000	Cash donations
Sponsorships – Corporations	0	Also cash; you can itemize the amount of each indicate
the total.		
Donations In Kind (examples)		These should be given a dollar value; a corresponding amount should be included under the expenditures.
Advertising	0	Free ad space from the newspaper
Refreshments	0	Food and drink donated by sponsors or by volunteers.
Transportation	0	Moving, hauling, and taxi service provided by volunteers.
<b>Revenues - Total</b>	<b>15,800</b>	
<b>Expenditures</b>		
	<b>\$</b>	<b>Notes</b>
<b>Administration</b>		Bookkeeping, grant applications, coordination.
Salaries/Benefits	11,100	10,000 Salaries & 1,100 Benefits
Bank Fees	100	
Membership Fees	200	
Insurance	400	
Rent	1000	
Office Supplies (includes postage/courier)	300	
Publicity/Marketing/Advertising	500	For example the value of advertising, including the dollar value of free advertising space that has been donated (volunteer time)
<b>Operating Expenses</b>		
Transportation	300	The dollar value of moving equipment and people.
Hall Rental	500	Volunteer time, possibly hall and PA system rental
<b>Program Expenses</b>		
Equipment	500	An Itemized breakdown is needed of the equipment needed.
Mail	50	
Telephone/Fax/Internet	750	Telephone -\$100 Fax - \$50 and Internet -100/month * 6 months
Publicity Materials	100	Posters, flyers, press releases.
<b>Fundraising</b>	0	Volunteer time, meeting costs.
<b>Expenditures - Total</b>	<b>15,800</b>	
<b>Revenues/Expenditures- Surplus (Deficit)</b>		

\*\*General Note – Indicating the value of volunteer time and work is very important, because it reflects the real cost of presenting the project i.e., what it would cost if someone outside the organization were paid to do it.

Source: Sue Stewart, Grants Consultant, City of Saskatoon



# Glossary of Terms for Grantseekers

<b>Term</b>	<b>Definition</b>
<b>Aboriginal Peoples</b>	As used by the Canada Council for the Arts, a collective term that includes First Nations (both Status and Non-Status), Inuit and Métis people. The term “First Peoples” is sometimes used with the same meaning.
<b>Access</b>	Access implies that all members of society - regardless of their race, gender, ethnicity, language, sexual orientation, physical ability or region - have the opportunity and means to participate actively in the organizations established for their benefit as clients, staff members, members of advisory and assessment committees and board members.
<b>Addendum</b>	Extra pages that you include with you grant, such as letters of support. These must be labeled (ex. Addendum II) and referenced within the narrative of the grant.
<b>Advisor</b>	An outside expert who, on request, advises staff or serves on advisory committees.
<b>Advisory committee</b>	Committee whose members are chosen on a disciplinary basis or are drawn from the different forms to advise on needs, on policies and programs. Advisory committees do not make decisions or recommendations regarding grant requests. See peer assessment committee.
<b>Applicant</b>	An individual or organization that has submitted to the Canada Council an application for a grant or prize.
<b>Authorized Signature</b>	The signature of the person who is legally responsible for your organization.
<b>Budget</b>	The financial plan for your grant, itemized to show breakdown of both income and expenses. Graphical representation can be helpful in presenting this information clearly.
<b>Committee</b>	A group of individuals working together on an assigned task or mission.
<b>Component</b>	Certain grant programs are divided into two or more components, which have their own objectives, criteria, grant values, deadline dates and application submission requirements.
<b>Confidential</b>	Describes information that should be disclosed only to authorized individuals or on a “need to know” basis, as determined by the Access to Information Act.
<b>Conflict of Interest</b>	A conflict between an individual’s personal interest and his or her public duty. A conflict may exist whether or not a monetary advantage has or may be conferred, and includes both actual and perceived conflicts.
<b>Coordinator</b>	Person responsible for the administrative tasks involved in the running of an organization, project, event or production.
<b>Cost Sharing</b>	A method of “ matching money” in which the grantee agrees to invest a certain sum, or percentage of “ in kind” dollars, into the project.
<b>Cultural diversity</b>	The presence and participation of many different cultural communities and ideas within the general culture of a society, and the explicit recognition that all cultural communities’ contribution and participation have the potential of equal value and benefit to the society at large.
<b>Direct Costs</b>	The total dollar amount necessary to fund your project. Includes, cash money only, not indirect costs.



<b>Endowment</b>	A contribution of a lump sum of money whose annual net returns will be used to support a specific program, mandate, award or prize.
<b>Equity</b>	Recognition of the need for special measures to ensure fairness. Equity is accomplished by practices that correct and prevent disadvantages for designated groups through special measures, reasonable accommodation of differences and programs to remove barriers.
<b>First People</b>	See Aboriginal Peoples.
<b>Fiscal year</b>	A 12-month period during which the financial business of an organization is carried out.
<b>Grant</b>	Any financial support that has been applied for and recommended by a peer assessment committee, Board, Director or Program Officer, where the terms and conditions of the funding have been accepted by the applicant.
<b>Indirect Costs</b>	The overhead an organization would have to pay in order to support a grant (electricity, rent for space, parking, etc.)
<b>In-Kind</b>	Refers to the contribution of services or items that an organization donates instead of a monetary sum, in order to help fund the project (ex. Contributing a staff member's time)
<b>Jury</b>	<i>See peer assessment committee.</i>
<b>Letter of Intent</b>	A letter that the grantseeker sends before writing or submitting a grant proposal to a grantmaker in order to ensure the proposal will fit within the foundation's or organization funding guidelines or mission.
<b>Letter of Support</b>	A simple letter attached as an addendum to your proposal. This letter should be from an "expert" or supporter of your project who tells why he/she believes that your project should be funded.
<b>Mandate</b>	Any authorization to act or carry out a function.
<b>Matching Funds</b>	Refers to the dollar amount that the grantee or other outside party agrees to contribute to the project.
<b>Narrative</b>	The written description of your grant proposal. The story of who, what, where, when, why and how. Every grant has at least 2 parts; a narrative and a budget. Often the grant guidelines will specify that your narrative may not exceed a certain page length. Always adhere to these instructions.
<b>Needs Statement</b>	The part of the grant in which you explain, using both qualitative and quantitative data, why your project should be funded. Remember to outline your problems and give data to verify the problem areas. (also called "Justification")
<b>Non-profit organization</b>	An organization whose primary objective is to support some issue or matter of private interest or public concern for non-commercial purposes.
<b>Objective</b>	Specific, measurable aims of a project.
<b>Outcomes</b>	Expected results of project, which can be used to measure its success. How will the world be different as a result of this work.
<b>Partnership</b>	A clearly defined relationship or set of relationships of an artistic/creative, financial, or administrative nature. Partnerships involve shared responsibilities and often shared risk, and can be of any duration of time suited to the interests of the undertaking and the partners.



<b>Peer assessment committee</b>	Groups convened by an organization to assess applications for funding. Committee members are selected for their expertise. Members are also selected to provide balanced representation of specialization, gender, age, regional and cultural diversity. Committees are generally constituted to assess applications and to make funding recommendations for a single program competition.
<b>Priority funding</b>	Subjects or other areas that will be given higher ranking in funding competitions.
<b>Privacy Act</b>	An Act that extends the present laws of Canada to protect the privacy of individuals with respect to personal information about themselves held by a government institution. The Act also provides individuals with a right of access to that information.
<b>Professional development</b>	May include study, travel, research, attendance at workshops or training courses, sabbaticals, internships or apprenticeships, residencies or working with a mentor.
<b>Program</b>	Programs have defined objectives, eligibility and assessment criteria, award values, application deadline dates and application submission requirements.
<b>Programming</b>	The planning, scheduling or performing of a program of activities or events
<b>Proposal</b>	A report outlining all aspects of a project or initiative written to request support or endorsement for submission to a funding agency. It is usually accompanied by a project budget.
<b>Records</b>	Information contained in forms such as grant application files, corporate policy files, letters, memos, reports, photographs, and databases.
<b>RFP – Request for Proposal</b>	A notice from an agency or foundation to solicit proposals for new grant opportunities. RFP's usually list program description, deadlines and eligibility requirements. Grantseekers should send a letter of intent and request an application packet.
<b>Sub-contract</b>	A legal agreement to transfer part of a grant or contract from the awarded institution to another organization. Terms and conditions of the original contract/grant also apply to the sub-contract.
<b>Summary</b>	Portion of the proposal in which you briefly describe “who, what, where, when, why, and how” of the project. Summarize the ideas presented in the proposal what the proposal is about. (also called “Cover Summary” & “Executive Summary”)
<b>Three Column Budget</b>	Kind of budget in which you show three sources for funding: the grantmaker (agency or foundation), outside funding (matching funds from a supporter), and your own in-kind support.
<b>Young audience development</b>	Activities and initiatives undertaken to identify, expand, and educate the audiences of the future (children, adolescents and young adults).



# Grant Types

Grant	Definition
<b>Block Grant</b>	A grant that the Provincial or Federal Government allocates to fund a specific need (ex. The federal government will allocate \$2 million in a block grant to schools that provide after-school care for children.) The block is then divided according to a determined formula.
<b>Challenge Grant</b>	Funder sets fundraising goal for grantseekers to reach.
<b>Capital Grant</b>	Funding for endowment purposes, construction or equipment.
<b>General Operating Support</b>	Funding for the general purpose or work of an organization, including personnel, administration, and other expenses for an existing program.
<b>Matching Grant</b>	Funder agrees to match amount that grantseeker raises in fundraising.
<b>Project/Program Grant</b>	Funding for specific initiative or new endeavor, not general purpose.
<b>Seed Grant</b>	Funding designed to help start a new project or charitable activity, or to help a new organization in its start-up phase.
<b>Technology Grant</b>	Funder donates technological equipment (computers, phone system, etc.).

## Organizational Tips

- Notebooks**
- Color code notebooks, file folders, etc. for each project/program.
  - Use 3-ring binder and ruled paper for notes pertaining to the project/program.
  - Write the project/program title on the front cover and along the binder edge with permanent marker.
- Devise a workable file system**
- Set up a file for each project/program.
  - After a project/program, remove notes and materials from notebook and store them in a folder for future to use with follow-ups or next year's proposal (grant application).
  - Keep receipts in appropriate place with project/program. \*\*\* If administration requires the receipts, it is important to photocopy and file for your records.\*\*\*
- Date and title all materials**
- Date project/program meeting notes
  - Title each project/program.
- Number all pages of project/program documentation.**
- Keep supplies and materials in the same place for ease of use.**
- Label desk drawers with contents or file folders.
  - Use shelf over desk or work area for texts and related reading material.
- Create a “to-do” list – long-term and short-term tasks.**
- Always check your “to-do” list each day and cross off completed items.**



# Time Management Tips

## **Divide projects/programs into smaller manageable sub tasks**

- Distributed tasks—work out over a given period
- Affords grant seeker a sense of control over work
- Provides grant seeker with sense of accomplishment

## **Keep a master calendar for each fiscal year**

- Use large wall-size calendar—list all fixed commitments i.e., responsibilities, meetings, etc.
- List all projects/program start and completion dates.

## **Create weekly schedules**

- Determine hour-by-hour schedule for the week
- Highlight project/program application and follow-ups due
- Each day look at weekly calendar and formulate a prioritized “to do” list.
- Establish priorities and set time accordingly

## **Set aside project/program assessment and writing time**

### **Long-range project planning**

- Count backwards from the due date and estimate time needed for each phase of the project/program
- Always allow more time than is actually needed

### **Unscheduled time**

- Use it for organizing project/program assessment
- Summarize project/program
- Make up evaluation sheets for a project/program to utilize community feedback



# Program Considerations

The following programs are examples that can be utilized when developing grassroots sport, culture, and recreation programs that will provide extensive opportunities for participation, skill achievement and leadership development throughout the community.

## **Sport Development Program Considerations:**

- “Fair Play” education and programs;
- Coaching development (NCCP Technical and Theory);
- Officials development;
- Formation of youth sport teams, leagues and clubs;
- “Learn To” programs and/or clinics;
- Youth tournaments and sports events.

## **Recreation Development Program Considerations:**

- Fitness leadership programs;
- Play leadership programs;
- Summer playground programs;
- Fitness/Active Living programs;
- Youth programs (i.e. Scouts, Guides, and Cadets);
- Square dance committees.

## **Culture Development Program Considerations:**

- Traditional dance programs;
- Language workshops;
- Traditional craft workshops;
- Workshops or program development in the areas of drawing, drama, painting, writing, dance, theatre and music;
- Archeological digs or excursions;
- Genealogical workshops; family history projects
- Cross-cultural workshops;
- Culture camps;
- Storytelling programs;
- Musical jam sessions.

