



United Way
Guelph Wellington
Dufferin

Community Investment Manual

Policies and procedures governing
fund distribution

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1. Purpose & Authority of this Manual

This manual outlines the policies and procedures that govern United Way Guelph Wellington Dufferin's, hereinafter called "United Way," community investment (funding). It is a guide for agencies who are applying for or receiving funding, community investment volunteers, and United Way staff.

Mission Statement

United Way Guelph Wellington Dufferin strives to meet existing and emerging social needs in order to improve lives and build community.

The board of directors of United Way is responsible for the interpretation, review and updating of this manual as needed.

Community investment refers to the process that determines funding allocations to local programs that address identified needs in the following focus areas:

- From Poverty to Possibility
- All That Kids Can Be
- Strong Communities

Organization Eligibility

United Way provides funding to programs delivered by registered charitable organizations that address social service issues in the community.

(A) To be eligible, organizations must:

- i. Provide services to Guelph, and/or Wellington County, and/or Dufferin County
- ii. Be incorporated and registered as a charity or shall be in the process of doing so
- iii. Have a volunteer board of directors
- iv. Release audited financial statements each year and have an annual open general meeting
- v. Be non-partisan
- vi. Have been in operation for at least one (1) year
- vii. Align with a [United Way Focus Area Outcome](#)
- viii. Adhere to the [Community Investment Manual](#) guidelines
- ix. Funding may only be used to support the goals of a discrete program

(B) Programs and initiatives must also demonstrate:

- i. the need for service
- ii. the capacity to respond to that need
- iii. collaboration to complement existing services

(C) Except where a program's core mandate aligns with a United Way focus area, United Way does NOT typically fund:

- i. arts and culture
- ii. sports and recreation
- iii. educational institutions
- iv. capital campaigns
- v. environmental projects/organizations
- vi. direct religious activities of religious groups or organizations

(D) All applications are vetted through [a sound process](#) involving staff and community volunteers.

2. Funding Agreement Terms and Commitments

- (A) A funding agreement is a contract between United Way and the agency receiving funding. These contracts have specific time frames and outline how United Way funds are applied within each program.
- (B) When an agency enters into a funding agreement with the United Way, both parties agree:
 - i. To the need for agency autonomy in its budget, program development and administration; and
 - ii. To the need for United Way to demonstrate to donors that community needs are met through United Way funded programs.
- (C) Where appropriate, the agency receiving United Way funding should:
 - i. expand its base of alternate funding;
 - ii. evaluate its programs in light of changing community needs; and
 - iii. evaluate and improve its efficiency in program provision.
- (D) United Way has a variety of participating agencies that differ in size and development. While all programs are provided locally, United Way recognizes that some agencies may have financial obligations to regional, provincial, national, or international governing bodies. United Way will endeavour to be flexible enough to allow various agreements with agencies.

3. United Way Funding Mechanisms

- (A) United Way has two funding mechanisms, program funding (1-3 year) and one-time bridge funding. They are described as follows:
 - i. Program Funding
 - a. 1-3 year funding - Programs with on-going funding apply for renewal of funding every three years, or as required. The Community Impact Committee recommends an allocation amount and a contract is made between United Way and an

agency, committing United Way to a specified level of support for a specific funding term.

- ii. One-Year Funding - When contractual obligations and campaign receipts allow, and when appropriate, allocations are reserved for programs addressing emerging social issues. The purpose of one year funding is to promote and support community-based projects that respond to emerging community needs and to encourage and facilitate more creative, effective and efficient methods of program design and delivery. One-time bridge funding is to provide an agency that is unable to provide a core or essential service as the direct result of an exceptional or unforeseen incident, to serve as a bridge to sustainable on-going funding. Details are outlined in Appendix V.

4. Application Process

Deadlines for Applications - Deadlines for applications will be advertised publicly and disseminated to agencies currently receiving United Way funding.

Applications are usually received once a year in the summer for funding starting April 1st of the following year. All agencies applying for and/or in receipt of United Way funding are governed by the Late Return Policy as outlined in Appendix II.

(A) Applications must include:

- i. Completion of all required sections
- ii. A signed agency inclusion agreement
- iii. Other supplementary information as requested

5. Criteria & Procedures for Participation

(A) Agencies applying to United Way must have a clearly stated mission and goals related to social services and community benefit.

- (B) Agencies applying to United Way have the responsibility to seek out and discover possible areas of government and private support.
- (C) Should an agency be dependent upon the receipt of community funds in order to receive a government grant, in either the granting year or subsequent years, this government application should be discussed with the Community Impact Committee's staff person if United Way is seen by the agency as a source of community funds.
- (D) Programs funded by United Way shall be supportive of the United Way's values and policies. Co-operation with other community programs and with the United Way is expected.
- (E) Agencies funded by United Way shall be non-partisan.
- (F) Agencies must have established visible continuity and permanence in the community. Newly organized agencies/programs should be operational for one year prior to consideration for United Way funding.
- (G) Agencies funded by United Way shall co-operate with other organizations in preventing unwarranted duplication of effort and in promoting effective programs, efficiency and economy of administration.
- (H) The Community Impact Committee may request that the agency make available to them any statistical and financial reports, as deemed necessary.
- (I) United Way must be advised immediately of organizational changes that affect a funded program. United Way must be advised of the rationale for such changes, implications for current and ensuing years' budgets and implications for other programs. If such changes occur after annual program reports have been submitted to United Way, the agency is expected to submit immediately revised forms reflecting the changes contemplated or initiated.
- (J) Each Agency shall clearly identify itself as a participant in United Way:
 - i. by use of an identifying plaque or sign, prominently displayed in local facilities, with the current United Way logo;
 - ii. by the use of the appropriate wording and/or logo on all program materials, including brochures, website, and annual reports.

- iii. hold an employee fundraising campaign and/or; ask board members and other key volunteers to contribute to United Way and/or; participate in Speakers Bureau or Seeing is Believing tours; and/or hold special fundraising events and/or; provide other support as agreed upon in advance by United Way.

(K) Agencies must adhere to the Supplementary Fundraising Policy.

6. Supplementary Fundraising Policy

This policy imposes the following conditions on fundraising activities of funded agencies:

- (A) Agencies may not conduct fundraising activities during United Way's annual fundraising campaign period (hereafter referred to as "the Campaign") defined as the time between campaign kick-off and campaign close (usually between Labour Day and November 30th of each year).
- (B) Fundraising activities are defined as solicitation of:
 - i. New corporate donations/sponsorships
 - ii. Requests for gifts-in-kind in excess of \$1,000
 - iii. Telemarketing campaigns (except as described below)
 - iv. Direct mail campaigns (except as described below)
 - v. The launch of capital campaigns
 - vi. The public sale of products/merchandise
 - vii. Any revenue generation activity with a net gain for the agency
- (C) Agencies may not approach United Way [corporate partners](#) for donations or sponsorship during the Campaign. Corporate partners may request that agencies refrain from approaching them for donations or sponsorship year-round.
 - i. Agencies funded by United Way may not establish or conduct an external work place (employee) campaign at any time. Workplace campaign activities include those where an employer has enabled a funded agency access to a workplace to solicit charitable donations from employees.

- (D) Agencies may conduct the following fundraising activities during the Campaign:
- i. Direct mail campaigns to “friends of (the agency)” (i.e. pre-established donor relationships).
 - ii. Requests for funding to service clubs, foundations (with the exception of United Way’s corporate partners), faith organizations, municipal funders and other granting organizations.
 - iii. Internal sale of products/merchandise
 - iv. “Third party events”, defined by United Way as activities where an agency is receiving revenue from an event that is initiated and run by a third party but is not involved in planning, promoting, seeking sponsorship, selling tickets or managing any aspect of the event.
 - v. Some community fundraising activities may be permitted upon approval by United Way including:
 - a. Receipt of Storm 50/50 raffle sales
 - b. Tim Hortons Smile Cookie sales
 - c. Small neighbourhood focused BBQs, events etc.
- (E) No public fundraising events can be conducted during the Campaign with the exception of those on United Way’s approved “grandfathered” events list. For such grandfathered events:
- i. Primary materials related to the event should identify United Way as a funding partner.
 - ii. When possible, United Way partner corporations or workplaces must not be solicited for donations, sponsorships or event participation.
 - iii. The event(s) must not take place on the same day as United Way’s major public events such as campaign kick-off and closing or Day of Caring. Dates for these events will be communicated to agencies a minimum of 1 month prior to the events.
 - a. Approved grandfathered dates must be provided to United Way in advance of the campaign kick-off date.

- iv. National or Provincial Organizations and Affiliated Foundations - Agencies funded by United Way are responsible for ensuring that all fundraising conducted by their affiliated organizations, including provincial and national organizations and foundations affiliated with the funded agency, which involve solicitations in Guelph, County of Wellington or County of Dufferin, are conducted in accordance with this policy.
 - a. United Way will consider grandfathering certain activities if national and provincial campaigns have traditionally taken place during the campaign period. Local agencies are advised to determine what specific initiatives, approaches or events will take place in Guelph, County of Wellington and County of Dufferin and to discuss this with United Way well in advance so that conflicts can be avoided.
- v. Direct Mail/Telemarketing/Email Marketing - Agencies may not solicit new donors through direct mail/telemarketing campaigns where responses would normally be anticipated during the campaign period. Direct mailing/telemarketing initiatives shall not be made to individuals at their place of work or to corporate partners with established United Way employee campaigns.
- vi. United Way Campaign by Funded Agencies - Funded agencies are encouraged to conduct an in-house campaign for donations to United Way's Campaign. Through their own workplace campaigns, agencies are encouraged to support the United Way campaign as a show of support for the broad range of services required to create and sustain a healthy community.
- vii. Breach of Policy - Breaches of this policy will result in progressive corrective action. This may include one or more of the following steps:
 - a. an inquiry by United Way about the circumstances of the breach
 - b. a meeting with agency representatives and/or written notice of the breach to the agency

- c. a report regarding the breach to United Way's Board of Directors
- d. Possible reduction in the agency's United Way funding
- e. Possible termination of the agency's United Way funding.

7. Community Impact Committee Procedures

- (A) The Community Impact Committee (CIC) will be guided by the Community Investment Criteria and Principles to Guide United Way Funding (see Appendix I).
- (B) The Community Impact Committee, appointed by and responsible to the United Way Board of Directors, will study the material submitted by agencies to determine if the application requirements have been met.
- (C) If an application for funding clearly indicates that the agency will not be eligible for United Way funding, a funding review will not be conducted and the agency will be so advised of the rationale in writing by the Chair of the Community Impact Committee.
- (D) If the agency appears to be eligible for funding under the requirements, its program will undergo the appropriate funding review.
- (E) The Board of Directors is responsible for final funding decisions. The agency will be notified in writing of the Board's decision.

8. Operating & Budget Controls

- (A) An agency shall conduct its financial affairs in accordance with the provisions of "Ontario's Not-for-Profit Corporations Act" and perform an annual audit.
 - i. If the cost of an annual audit is prohibitive, given the scope of an agency's budget or activities, agencies may request in writing that United Way accept an independent financial review in lieu of audited statements.
- (B) Budgetary controls shall provide for periodic and timely review of actual experience against estimates so that operating plans may be adjusted.

- (C) United Way allows United Way funded agencies to charge a fee for service, when appropriate. An agency charging such a fee for service shall have a published fee policy and schedule.

- (D) Surpluses & Deficits
 - i. Surpluses - Surpluses achieved in the Operating Account of a funded program through efficient financial management, or by a reasonable increase in income, may be retained by a United Way funded program subject to the following conditions:
 - a. The amount of surplus is transferred, in the year in which it occurs, to an appropriate reserve fund for the program;
 - b. The reserve fund is designated to meet subsequent operating deficits of the program.

- (E) The existence of a reasonable reserve fund, up to 50% of annual operating costs, within the context of an agency's financial structure, will not affect a United Way funded agency's recommended allocation for the subsequent year.
 - i. Deficits - Agencies will be expected to absorb unexpected losses of income or increases in expenses, and will also be expected to use their reserves to cover operating deficits.
 - a. A United Way funded program which incurs a significant loss of budgeted income or a significant unavoidable increase in the expense beyond what was indicated in their annual report, shall notify United Way immediately.

9. Agreements with United Way Agencies

(see Agency Inclusion Agreement - Appendix III)

- (A) A written agreement between United Way and the agency will be made every grant cycle when program funding is approved.

- (B) Notice of Changes to Agreements - United Way retains the right to revise agreements with agencies annually, if required by campaign receipts, contractual obligations or unforeseen circumstances. United Way will give at least six (6) months' notice to agencies if they intend to revise an agreement.
- (C) Termination of Agency Inclusion Agreement: The Agency Inclusion Agreement may be terminated in four ways:
- i. Expiration of the Agreement - Unless a new funding agreement is established there shall be no continuation of funding after the expiration of an agreement.
 - ii. Mutual Agreement - United Way and an agency may agree to terminate the agreement at any time. Notice of intent to terminate shall be required 60 working days in advance of April 1 of the same fiscal year.
 - iii. Violation of the Agreement - Violation of the Agency Inclusion Agreement by an agency shall result in the cessation of United Way funding ten (10) days after notice of the violation has been served on the party alleged to be in violation of the agreement, unless the agency alleged to be in breach can show cause, by implementing the procedures outlined in section 12.(B) of this manual, why such action should not be taken. Otherwise, the agency must re-apply to United Way if it wishes to re-establish funding.
 - iv. Refusal to sign Agency Inclusion Agreement (see Appendix III).

10. Availability of Funds to be Distributed

- (A) Campaign Expenses - From campaign proceeds available to the United Way, there is first deducted, or provision made for, a reasonable amount to cover the planning, organization and operating expenses of the campaign, including publicity, supplies, operation of the office, collection of pledges, etc., as outlined under the requirements of a "public foundation," paragraph 149.1(1) (g) of the Income Tax Act.
- (B) The remainder, less an amount or percentage for the default allowance and less an amount authorized for United Way Campaign Reserve Fund, is distributed between programs that apply for United Way funds. The amount

available shall be distributed on the basis of identified community needs and contractual relationships established between the Community Impact Committee and United Way funded agencies. The Community Impact Committee's recommendations are submitted to United Way's Board of Directors for final decision.

- (C) Should adjustments to funding commitments need to be made to established agreements due to campaign receipts or priority issue changes, a formal notice will be given with at least 60 days' notice by United Way to be effective April 1 of the following year.

11. Payment of Funds to United Way Agencies

- (A) Payments for each program will be made monthly, starting in April of the year after the annual campaign ending in December. Should circumstances necessitate an alternate method of payment, an agency may submit a special request not to exceed the total appropriation, for consideration by the Board of Directors of United Way.
- (B) Authorized allocations not actually required by an agency will be retained by United Way for re-allocation.

12. Appeal Procedures

The year-round work of the Community Impact Committee is designed to ensure thorough and careful consideration of recommended annual allocations from United Way to United Way funded agencies.

- (A) Any agency may appeal an allocation decision if it believes it has valid reasons to show there was an error or misunderstanding, in process or content, either:
 - i. In the Community Impact Committee's evaluation of the grant request or program allocation; or
 - ii. On the part of the Agency in the submission of their annual report, or any other relevant material filed in support thereof.
- (B) **Appeal Process** - The process for appealing decisions is as follows:

- i. Within 30 days from the date of notification from the United Way Board of Directors, an agency shall file a written submission of appeal to the Board of Directors' Executive Committee.
- ii. In addition to the written appeal, the agency shall have the right to meet with the Executive Committee.
- iii. In the case of an appeal, the Executive Committee shall consult with other committees and review all aspects of the appeal. The Executive Committee shall report its findings and recommendations to the Board of Directors, and a copy of the recommendations shall be forwarded to the agency appealing.
- iv. The decision of the Board of Directors will be final.

13. Monitoring Of Agreement

- (A) Agencies funded by United Way will complete an annual community impact report when requested and return it to United Way by the required deadline. The annual report is subject to the Late Return Policy as outlined in Appendix II.

Appendices

Appendix I Community Investment Principles & Philosophies

When considering how funds should be invested in the community, United Way staff and volunteers are guided by the following principles:

(A) **Measurable Impact**

Program responds effectively to an identified community need and measures and evaluates local impact in a United Way priority area.

This is demonstrated through:

- I. Clearly defined program goals that align with a United Way priority area(s);
- II. Clear understanding of local context of need (i.e., with supporting data);
- III. A commitment to achieving goals using evidence-based and/or best practices;
- IV. The implementation of an evaluation plan that will measure how much service was provided, how well service was provided and whether anyone is better off as a result of the program;
- V. A willingness to share evaluation results and lessons learned with United Way and other social service agencies

(B) **Collaboration**

Program avoids unnecessary duplication of other efforts and partners with other community service providers to best meet identified needs.

This is demonstrated through:

- i. Clear understanding of other community programs serving similar populations and/or meeting similar needs; and
- ii. Willingness to communicate, cooperate and/or collaborate with other community programs to best meet identified needs.

(C) **Accountability & Resource Management**

Agency has strong financial and organizational management practices and a demonstrated need for United Way funds.

This is demonstrated through:

- i. Fiscal responsibility;
- ii. Forward thinking organization planning;
- iii. Short- and long-term sustainability planning for funding and human resources;

- iv. Demonstrated follow-through on service commitments and program evaluation; and
- v. Strong governance and administrative practices.

(D) Inclusive and Accessible

Program is inclusive and accessible to diverse populations.

This is demonstrated through:

- i. Identifying and addressing barriers to service access;
- ii. Commitment to a client-centred approach to service provision; and
- iii. Respect for diversity

(E) Funding Philosophies

In support of United Way Guelph Wellington Dufferin's mission statement, the following funding philosophies and principles will be used to guide the fund distribution decision process.

- i. That United Way will distribute:
 - a. On the basis of community need (as determined through a series of need identification processes);
 - b. To a specific program within an agency;
 - c. On a multi-year basis, when possible;
 - d. To programs serving Guelph, Wellington County and Dufferin County;
 - e. To charitable/not-for-profit agencies that maintain a volunteer board and management structure.
- ii. That United Way make an effort to provide current and potential donors with a broad range of supportable programs and to minimize where possible fundraising by United Way agencies.
- iii. That United Way fund distribution process will maintain the following community service and financial priorities, when possible:
 - a. A balance between prevention and direct intervention programs.
 - b. Some allocations should be reserved for either innovative programming or programs addressing critical social issues.
 - c. On the basis of community program and financial need, funds should be distributed equitably across all community service and geographic sectors.

- iv. That in its monitoring/fiduciary role, United Way will:
 - a. Maintain a commitment to Outcome Funding principles.
 - b. Fund on the basis of an aggregate of agency and program needs.
 - c. Support those organizations demonstrating a commitment to United Way principles and guidelines.
 - d. Make special phase up/down arrangements that will be tailored to a particular agency's program when the program receives one third of its funding in a 3-year cycle, and when it experiences more than a 25% change from its previous allocation, within United Way's financial means.

- v. That in the establishment of allocations funds:
 - a. Available dollars for fund distribution be taken to mean campaign receipts less campaign-related costs, less a % or a specific amount for unfulfilled pledges, less donor designations, (if appropriate).

Appendix II Agency Late Return Policy

- (A) Agencies who fail to return the following documents without notice by the date reflected in the covering letter accompanying the document will be subject to the following course of action:
- vi. **Funding Application Form** - Failure to submit the funding application forms by the due date without due notice will forfeit two months' allocation for the year for which funding is being sought. The balance after forfeiture will be amortized over the first twelve-month period of their allocation.
 - vii. **Annual Community Impact Report** - Failure to submit the appropriate documents included in the evaluation package, by the due date without due notice will forfeit one month's allocation. The balance after forfeiture will be amortized over the balance of the year.
 - viii. **Notice of Failure to Comply** - Once the due date has passed a formal letter will be sent reminding the agency of our policy associated with late returns. The agency will have ten (10) working days to comply. Should the appropriate documents not be received within that time period, either consideration for funding or current funding will cease.
- (B) **Due Notice** - Due notice will mean direct written communication with the Executive Director by mail or e-mail.
- (C) **Appeal Procedure** - The Executive Committee will hear the appeal and its decision will be final.
- (D) **Basis for Appeal** - An appeal will only be considered if the Executive Committee feels there is significant additional information that prevented the return of the appropriate documents. The significant additional information cannot have been previously considered by staff or the Community Impact Committee.
- (E) **Residual Funds Resulting From Policy** - Unexpended funds derived from the implementation of this policy will revert to the campaign fund for ongoing allocation purposes.
- (F) **Notification and Implementation** - Once the policy is approved by the Community Impact Committee and by the Board of Directors, it will be

included in the agency manual and the agency agreement. All currently funded agencies will be sent a copy of the policy.

Appendix III Agency Inclusion Agreement

An agreement between:

(hereinafter referred to as the "Agency")

And United Way Community Services of Guelph and Wellington

(hereinafter referred to as the "United Way")

This agreement will come into force and be part of an agreement if funding is granted, as evidenced by receipt of a letter from United Way outlining the name of the program, term, and amount being granted.

The agreement is entered into in the understanding that both parties agree to and will adhere to the United Way's Mission Statement and Community Investment Principles, as contained in the Community Investment Manual (hereinafter referred to as "the Manual").

The Agency, on its part, agrees:

- (A) To observe and abide by the Community Investment Manual, a copy of which is attached and becomes part of this agreement;
- (B) To maintain a responsible and representative governing body which serves without pay and which meets at least four times per year, and produces a Guelph and/or Wellington County and/or Dufferin County program specific audited statement or acceptable alternative (e.g. financial review as indicated in 8.(A) in the Manual.);
- (C) To provide needed programs on a non-discriminatory basis;
- (D) To strive to increase the public's understanding and appreciation of, and participation in, human service programs;

- (E) To demonstrate that the agency works together in partnership with other agencies to achieve integration of administrative and program services by:
 - i. showing that administrative costs will be below 25% of overall program costs, and
 - ii. showing evidence of its program being integrated with other community programs;
- (F) That a unit of service be defined as a person served and that agencies shall endeavour to track and report on the number of unique individuals served by United Way funded programs;
- (G) To identify the geographic location its program serves;
- (H) To abide by the Supplementary Fundraising Policy;
- (I) To acknowledge that this agreement may be terminated as follows:
 - i. Expiration of the contract pursuant to section 9.(C)i. of the Manual;
 - ii. By mutual agreement of the parties pursuant to section 9.(C)ii. of the Manual;
 - iii. By violation of this agreement or the Manual by the Agency pursuant to section 9.(C)iii. of the Manual;
- (J) To actively promote the aims of the United Way's Mission Statement;
- (K) To actively support and participate in United Way program activities relative to the resources available to each Agency;
- (L) To bring, on an annual basis, this agreement for review to its Board of Directors or an Advisory Group.

United Way, on its part, agrees:

- (A) To conduct an annual United Way Campaign to fund programs provided by financially participating agencies;

- (B) To allocate available funds to an Agency program based on the Agency request for financial support in a manner that best serves the assessment of community needs that are appropriate for voluntary support;
- (C) To acknowledge and support the fact that many agencies have a designated day, week, or month for publicity purposes;
- (D) That United Way and an Agency reserve the right to enter into agreements that reflect the particular needs of an Agency.

In submitting this program information, the agency agrees to the terms and conditions as outlined in the Agency Inclusion Agreement; and agrees that United Way can share the above information with other funders.

Name: Agency Board President / Chair

Signature: Agency Board President / Chair
(Signed upon Application)

Date

Name: United Way Board President

Signature: United Way Board President
(Signed upon Approval of Funding)

Date

Appendix IV Community Investment Timeline

United Way reserves the right to adjust their community investment timeline.

Application DeadlineAugust

Application ReviewSeptember to January

Board of Directors ApprovalJanuary

Funding Notifications to AgenciesJanuary

Funding BeginsApril 1

Appendix V Bridge Funding Policy & Procedure

In rare and exceptional circumstances United Way will receive requests for one-time funding in response to an emergency or as part of a contingency plan to continue offering a program that is essential to fulfil the mandate or mission of the agency requesting funds.

Decisions about Bridge Funding are always contingent upon availability of funds for distribution.

(A) Purpose

- i. To provide one-time funding to an agency that is unable to provide an essential program as the direct result of the costs incurred through an unforeseen incident, including but not limited, to the following:
 - a. a sudden loss of funds; or
 - b. unforeseen costs (due to natural disaster, breakdown of equipment, loss of human resources) that must be incurred in order to continue offering program.
- ii. To provide one-time funding to an agency that is able to meet an emerging community need.
- iii. One-time funding will not be granted:
 - a. to cover expected capital expenses;
 - b. to compensate for the mismanagement of funds;
 - c. as a long-term funding solution; or
 - d. in the absence of a plan to continue offering the program after bridge funds have been expended.

(B) Eligibility Requirements

- i. Requests for funding will only be accepted from:
 - a. social service agencies that provide services in Guelph, Wellington County and/or Dufferin County, with and without current United Way funded program(s);
 - b. incorporated and registered charitable organizations under the Canada Income Tax Act.

- ii. Funds may be requested for capital costs, operating costs, staffing or any expense deemed necessary to continue offering the program, which Bridge Funds are being requested to support.
- iii. Funding requests will not be considered unless it is guaranteed that the program for which the funding is being sought will continue after United Way Bridge Funds have been expended. In most cases this means the allotment of funds will:
 - a. cover a one-time cost;
 - b. act as a bridge to another funding source; or
 - c. be a part of a long-term, clearly outlined plan for the continuation of the program with services being provided at least at the same level as before the receipt of Bridge Funding.

(C) Process to Apply

The following is a general description of the process to apply for Bridge Funding. Each request for funding will be considered on its own merit and in some cases, additional information (including but not limited to: detailed budgets, audited financial statements, or strategic plans) may be requested before a decision can be made.

- i. Requests for Bridge Funding are never expressly solicited by United Way
- ii. Requests for Bridge Funding are accepted at all times throughout the year.
- iii. A request for Bridge Funding must be submitted to United Way Guelph Wellington Dufferin. The request must briefly outline the following details:
 - a. The incident, occurrence or sequence of events that led to the request for Bridge Funding.
 - A description of how the funds will be used.
 - A plan to continue offering the program, after United Way Bridge Funds have been expended.

- b. A verbal conversation with United Way staff will likely be requested.
- c. A presentation to the United Way Board of Directors may be requested.

(D) Review Process

- i. Requests will be presented directly to the Executive Committee of the Board of Directors, if the request is time-sensitive and the Board of Directors is not able to come together in sufficient time to provide a response.
- ii. Final decisions about Bridge Funding requests are always made by the United Way Executive Committee of the Board of Directors.

(E) Decision-Making Criteria

Requests for Bridge Funding will be assessed against the following decision-making criteria:

- i. Negative impacts are highly likely because of the sudden loss or interruption of the program or service.
- ii. Poor resource management or planning was not a factor in request for Bridge Funding.
- iii. Support for request from agency's board of directors is demonstrated.
- iv. A clear and realistic plan is in place to move forward with the program after the bridge funds have been expended.
- v. Bridge Funds are needed to provide clients with uninterrupted access to the program.
- vi. Bridge Funding is the best and/or most timely source of funds given the situation.

(F) Accountability

All agencies that receive Bridge Funding will be expected to submit a brief report (no more than 1 page) describing how United Way funds were used to continue offering a program that would have otherwise been interrupted or stopped. The report should include a description of how the uninterrupted provision of service affected clients.