

# FUNDING TOOL KIT

PREPARED FOR HIKE ONTARIO MEMBER CLUBS

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Last Update: January 27, 2009



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# GETTING STARTED: A Guide to Proposal Writing

*Source: Big Online Canada*

## Introduction

There has never been a more challenging time to fundraise. Despite government and private sector cutbacks, hundreds of charitable and non-profit organizations across North America are experiencing increased demand for their services.

Succeeding in an environment of reduced resources and rising demand requires a mixture of tools, skill and resources. It also requires a pro-active approach, a willingness to learn from mistakes and the ability to define who you are and what your organization stands for.

This guide will show you how to create stronger grant proposals by detailing the methods and rationale behind:

- Building a Case for Support
- Researching Funding Opportunities
- Cultivating Donor Relationships
- Making the Initial Call
- Writing a Letter of Inquiry
- Writing an Effective Proposal
- Thanking Donors
- Dealing with "No"
- Packaging Your Proposal and Writing Effectively

### 1.1 Building a Case for Support

Long before sitting down to write a proposal, you must lay out a clear Case for Support.

Your Case for Support will include everything the public needs to know about your organization, its history and accomplishments, community needs and ongoing projects.

Start by clarifying your goals and aspirations in draft form. This will help you craft the overall Case for Support.

Some questions to consider when writing a Case for Support:

- Is there a compelling need for this service in the community?

- What is the scope and significance of the problem?
- Who are you trying to help?
- What is the geographic range of your project?
- Can you evaluate the benefits?
- Are you working to solve a problem that is a priority in your organization or in the community at large?
- How are you uniquely qualified to carry out this service?

Since the Case for Support may run as long as thirty pages, you'll want to edit this section into a one-page "Case Statement". Whether they're a board member, volunteer, client or employee, everyone at your organization should internalize the basic information in the Case Statement. This will prepare them to answer general questions about your organization and its goals and aspirations.

## **1.2 Researching Funding Opportunities**

Building a successful and long-lasting donor relationship requires more than just shared interests. You need to identify direct links between your organization and a prospective donor. The more connections you can find, the better your chance of turning a potential donor into a major gift partner.

When identifying links between your organization and a funder, look for the following attributes:

- Funding organizations or foundations that are strictly focused on your area of interest.
- Donors that provide funding in your geographic location. For the most part, funders clearly state their geographic preferences.
- Funders who assist your specific target population. There are many donors, for example, who are specifically interested in helping Aboriginal people, women, the physically disabled, or senior citizens.
- Foundations, government agencies or private donors who will provide you with the precise size and type of grant you require. Most funders state what range of funding they provide. Try matching your needs with their funding mandate.
- The size of a funder. Mid-sized donors without full-time staff favour local groups and give smaller grants, but they're more likely to provide operating and capital funds. Large funders with full-time staff are more likely to have set procedures and criteria. With large funders you will also encounter stiffer competition, because they have the most money to award.

Eligible funders. Make sure your organization meets the necessary eligibility criteria before applying for a grant. Most funders, for example, will only donate to organizations with a charitable or non-profit business number.

### **1.3 Cultivating Donor Relationships**

Who would you rather give money to - someone you know, or someone you don't? Whether it's a government entity or a private foundation, donors are the same as you and I: the stronger the relationship, the greater the chance they will support you.

Cultivating a relationship with a potential donor is a crucial component in the fundraising process. Look for opportunities to interact with directors and other individuals who are associated with a target funder. These occasions can be either social or professional.

You may also choose to include them in your circle of promotional and fundraising activities. Send them a complimentary invitation to a special event, for example, or a copy of your latest newsletter.

In some cases, however, it may be difficult to establish a personal connection with a potential donor. If your research tells you they are a good prospect, it may still be worthwhile applying without having first built a relationship.

### **1.4 Making the Initial Call**

Talking to prospective donors is a critical element in the proposal process. For the sake of efficiency - and to avoid wasting valuable grant preparation time - always call and speak to a foundation officer or program director before preparing a formal proposal.

Before you make that call, be sure to collect all the information you can about a prospective funder. Call them only after you are certain they are a strong match.

By discussing your ideas first, you can craft a more responsive and complete proposal, while improving your overall chances of success. Most grant officers appreciate a phone call in advance - it saves them the time of reviewing marginal proposals.

Know what you want to say before picking up the phone and develop and practice your key points. You can even write them out beforehand, to make certain you don't forget.

Introduce yourself and your organization first. Tell them that you've read their guidelines and have a couple of questions for clarification. Explain that you'd like to run your initial ideas by them before preparing a formal proposal, to ensure your needs match with their overall strategy. Then ask if they have the time to discuss your ideas and the nature of your project.

Be sure to tell them everything you can about what the funds will be used for, as well as explaining your organization and its overall aspirations. Once you've made your initial pitch, be prepared for follow up questions like:

- How much will this project cost?
- What are the goals and outcomes?
- Can this project be replicated elsewhere?
- Are the results measurable?
- Has anyone attempted this before?
- Why are you the best organization to do this?
- Have you considered partnering with any other organizations?
- Who else have you approached for funding?

A timely phone call is a critical introduction to your organization and may make your name stick in the grant officer's mind when it comes time to review your proposal. Even if your latest initiative doesn't get funded, your proactive approach will be appreciated.

When the phone call is finished, don't forget to thank them for their time. Like most of us, they work hard too.

### **1.5 Writing a Letter of Inquiry**

Often the most effective way to initiate formal contact with a donor is through a Letter of Inquiry, accompanied by detailed information about your organization.

A Letter of Inquiry is essentially a mini-proposal and should contain all the key points in your overall proposal. Its length should be between one and two pages, depending on the complexity of the project.

For many large donors, the Letter of Inquiry is the first step in sending your organization an invitation to submit a formal proposal. If the funds requested are relatively small, a strong Letter of Inquiry may be all you need.

If the letter is well written and addressed to the right person, it can confer instant credibility and promote sympathy for your cause. Make sure, however, that you've done the detailed research beforehand and determined a proper fit between the funder and your organization.

Once you've sent the Letter of Inquiry, try enlisting members of your board of directors, public officials, or community leaders, to follow up by contacting funding representatives on your behalf.

## 2.0 Writing An Effective Proposal

Now that you've made your first formal contact with a potential funder through a Letter of Inquiry and been invited to submit a proposal, it's time to get down to the writing. In this section, you will learn the basic structure of a winning proposal.

There are eleven essential elements to a winning proposal.

- 2.1 Cover Letter
- 2.2 Executive Summary
- 2.3 Needs Statement
- 2.4 Objectives
- 2.5 Implementation Methods
- 2.6 Qualifications
- 2.7 Funder Recognition
- 2.8 Evaluation
- 2.9 Budget
- 2.10 Project Future
- 2.11 Appendix

Before you start writing, there are a couple of formatting considerations to keep in mind. If your proposal is over five pages, you should include a Table of Contents. A Table of Contents is an absolute must for any proposal over ten pages. Try to include bold and logical headings and subheadings. Be careful not to make any single section too long.

### 2.1 Proposal Cover Letter

The Cover Letter is a compact version of your introduction and executive summary. It sets the stage for these two sections and acts as a formal introduction to your organization.

It should contain the main points of your proposal, be carefully written and no longer than a single page. Whether the proposal is for project funding, support for a capital campaign, operating equipment or seed money, a Cover Letter should express your needs clearly and concisely.

Some simple rules to follow when crafting a convincing Cover Letter:

- **Cut to the chase:** Like any type of writing, it is vital that you catch the reader's interest early and give them a reason to continue. You have one page to make your point, so get to it quickly.

- **Be compelling:** You can hold a reader's interest through compelling examples and strong arguments. These engage the reader's interest and highlight the importance of your work.
- **Use an active voice and positive, lively language:** Your organization has an inspiring cause - so keep the language inspiring. Communicate the strength of your conviction and be positive. Grant officers want to know that a problem can be solved and are much less receptive to negative language.
- **Name names:** Never address a letter "to whom it may concern". It's usually taken as a sign that you haven't done any research. When conducting your preliminary research and initial phone call, find out precisely who will be reading your proposal and address the letter directly to that person.
- **Take your time:** It is better to miss a deadline than risk making a bad first impression. Be sure to give yourself enough time to do a first class writing job.
- **Get an editor:** Always ask your colleagues for their input and guidance when writing and editing the Cover Letter. Remember, even professional writers use an editor.

## 2.2 Executive Summary

The Executive Summary is the most important section of your proposal and is similar to your Letter of Inquiry.

A good Executive Summary should be no longer than two to three pages - depending on the complexity of your project. It should also summarize the main points of your full proposal in a succinct and compelling manner. If your project scope is relatively narrow and your needs easily defined, a two or three paragraph summary is acceptable.

Keep in mind that an Executive Summary is designed to highlight your organization's needs while promoting interest in the proposal. Use the Executive Summary as an opportunity to explain the scope of your appeal and give the grant officer a reason to become involved.

In terms of basic structure, your Executive Summary should contain a brief break down of all the sections in your proposal. Feel free to use the same language as your Case for Support, Letter of Inquiry and Cover Letter. Consistency is important and no one will fault you for repeating a good point more than once.

It is also important to remember that an Executive Summary may be the only section of your proposal that a board member reads. So make it a good one.

### 2.3 Needs Statement

In this section you should define and demonstrate an over-riding need for your service in the community. A short, succinct and well written Needs Statement demonstrates your knowledge of the issue. It should also demonstrate to the reader how your organization represents the best solution to a problem.

An effective Needs Statement should:

- Be clear about who will benefit from this project. Identify the beneficiaries in geographic, social and economic terms.
- Link your project to the interests of the funder. Show them how backing your organization fits with their goals and values.
- Reinforce your arguments and illustrate your case. Try including comments from leaders in the field, as well as facts and statistics. Empirical data strengthens your case and demonstrates to prospective donors that you understand the problem.
- Establish how your project and organization are unique or different from others in the community. This shows the reader how your organization can more effectively influence the problem.
- Never exaggerate or overstate the need, or your ability to influence the problem. If your project involves curbing violence, for example, don't claim to have discovered a global cure for all forms of violence.
- Show how other groups and regions could benefit from your initiative. Projects that begin at the community level can often have implications for other regions.

### 2.4 Objectives

This section should include all the expected goals, outcomes and results of your program or project. State your most compelling target objectives first and always use concise, clear language, as well as examples.

Objectives - or goals - are sometimes confused with the methods used to achieve a certain result. A method talks about the activity you will perform to achieve your goals, while Objectives are the expected results of your actions.

To illustrate the point, follow this fictional example of a senior citizens' housing project:

- Method: "We will build three high-quality housing units that are affordable and safe for senior citizens."
- Objective: "We will increase the level of comfort and safety for senior citizens throughout our region."

Be certain your Objectives are practical and attainable. Logical and rational goals help to create a confident proposal. Overselling or overstating those goals, however, will

detract from your message.

Show the donor how your success in achieving these Objectives will make the world a better place. Like investors, they want to see a return on their investment. Stress the measurable results of your project by using target language like 'reduce', 'eliminate', 'increase' or 'decrease'.

The target population of our senior citizens' community home, for example, is currently living in worn out rooming houses in an economically depressed area of the city. Their only meeting place for social activities is a hotel beer parlor.

Upon completion of your project, 75% of the target population will live in the new housing project, which contains a brand new recreation and meeting facility. This is the improvement that your potential funder will want to know about.

For your Objectives section, you would say: "Upon completion of this initiative, 75% of the economically challenged senior citizens in our community will be living in safe, affordable housing, with access to a modern and spacious recreational facility."

## **2.5 Implementation Methods**

The Methods section contains a detailed description of how your organization will achieve its objectives. This section should leave a grants officer or donations committee with the impression that you understand the steps - and challenges - to achieving your objectives.

Here are some rules to follow:

- Describe your methods in a logical, step-by-step way. Timetables are an extremely effective method of illustrating your methods section. Timetables communicate to a donor that you are not only capable of starting a project, but also prepared to complete it.
- List all the things that could go wrong with your project and how your organization anticipates solving these problems. Build in contingencies or alternate methods that can be substituted to ensure success.
- If possible, research similar programs that were successful and determine what methods were used. No one will fault you for borrowing ideas or project elements from other organizations. But if you do, be sure to identify the source.

## **2.6 Qualifications**

The Qualifications section is a discussion of your organization's special skills or abilities. Highlighting your historical achievements and the credentials of your staff will show that your organization is capable of achieving its objectives.

Provide a brief description of your key personnel, listing their track records and past successes. Then take some time to describe the resources which are currently at your disposal. This description can include a list of equipment, research or other intellectual resources, as well as a synopsis of partner organizations and support networks.

Try to provide references for people the funder can contact to verify the capabilities and commitment of your staff and organization.

## **2.7 Funder Recognition**

The desire to make a positive impact in the world remains the prime motivator for charitable donors. But most still like being recognized for all the good they've done.

Recognition methods can take many forms, from donor walls to a public thank you. As an organization it is critical to determine what forms of recognition you are most comfortable with and ensure that all donors - both big and small - are included.

There are donors who will always prefer to remain in the background. This is particularly true of family foundations.

It's important, therefore, to find out whether a funder wants to be recognized and in what way.

When you're preparing to contact a specific donor to determine a form of recognition, keep the following in mind:

- For government grantmakers, get in touch with the local MLA or MP office to determine what kinds of recognition are most appropriate.
- For corporate funders, communicate with the Community Relations office directly. They usually have guidelines for how they like to be recognized.
- For private or family foundations, contact the Executive Director or President.

## **2.8 Evaluation**

The Evaluation section is the place where you demonstrate a plan to measure progress and achieve objectives.

Don't underestimate the importance of this section in today's economic environment. Evaluating the impact of an initiative is a key requirement for most donors, particularly corporate foundations and government. Many organizations have failed to secure grants because they simply neglected or ignored this section of the proposal process.

It is absolutely critical that you have the ability to measure the success of your project. Well thought out and effective evaluation methods will lend additional credibility to

your proposal.

A solid evaluation program will help you monitor the progress of your initiative more closely. It also shows prospective funders that you have the capability - and the willingness - to track and quantify your organization's effectiveness.

In your Evaluation section, briefly describe how the results will be measured. This can include:

- Testimonials from community officials detailing the impact of your initiative.
- Timetables that list high priority deadlines.
- Charts that project the number of people you aim to help or the statistic you mean to decrease or increase.

If you are unable to come up with an appropriate evaluation method, think about hiring a consultant. You can offset the cost by building the expense into your overall budget.

## **2.9 Budget**

A budget is a plan that describes how your organization's money is spent (expenses) and earned (income).

The budget should demonstrate your organization's ability to manage money in an effective and careful manner. It should present a realistic estimate of the funding required to achieve the project's objective(s). Remember that a non-profit organization should plan so that expenses and income are equal.

Budgets are normally organized in a tabular manner, listing expense items first and income items last. Explanations of unusual items are normally provided as footnotes.

Typical expense and income categories include:

### **Expenses:**

- Salaries and Benefits
- Contract Payments
- Rent
- Office and Equipment Expenses
- Travel and Lodging

### **Income:**

- Payments in Kind
- Earned Income

## **Contributed Income:**

- Indicate the funding you anticipate from the donor in this section.

## **2.10 Project Future**

The Project Future section is a description of how you will sustain your project and your organization over time. By generating a Project Future strategy you answer the donor's question: "what's going to happen to this project once we stop funding it?"

To answer this question effectively, you will need to demonstrate a sound fiscal strategy and a commitment to becoming self-sufficient.

A local art gallery, for example, could use this section to discuss revenue-generating programs that it plans to launch in the future. These plans could include renting facilities for gala events, opening a gift shop, hosting art appreciation workshops or renting part of their art collection to private individuals.

Building a Project Future into your proposal will show that your organization has a strategy for the long term. It will also demonstrate that you have taken the time to conduct research and prove the economic viability of your organization.

In this respect, the Project Future can help to reassure a potential donor that they are not your sole source of financial support.

It is not necessary to complete the Project Future unless your proposal is going to be implemented over the long term. If your proposed project is ongoing, map out a plan for obtaining future financing. This can include:

- A request for funding in the future, based on the measured success of your project.
- A detailed strategy for raising funds from other organizations in your community, such as businesses and corporations.
- Plans for a fundraising campaign targeting the general public.
- A list of any other revenue generating programs or projects.

## **2.11 Appendix**

The Appendix section contains all the basic data, statistics and organizational information that's included in the body of your proposal. It should include any and all relevant materials that will boost the significance of your project or lend weight your arguments.

Identify and clearly distinguish each item in the Appendix. Order them in the way in which they appear in the proposal. In the Appendix, you will want to include:

- Verification of your charitable registration status.
- Resumes of key personnel, as well as the names of board members and officers.
- Your most recent financial statements (like an annual report).
- The full statistical data in your proposal.
- Lists of past and current funding sources.

### **3.0 Thanking Donors**

Maintaining strong donor relationships is critical to long-term fundraising success. When you've received a grant from a particular donor, it's advisable to do the following:

- Contact the donor as soon as possible after the grant is received. To make an immediate impact, this activity should be carried out within two or three business days.
- It is best to have the most senior person in your organization contact the funder. Your board chairperson or executive director are the ideal candidates.

Be prepared to thank a donor at least six times:

- When they visit your site
- At your official opening or Annual General Meeting
- In your newsletter
- On your website
- When you provide your first interim report
- When you report project completion

### **4.0 Dealing with 'No'**

One of the most difficult experiences in the fundraising world is dealing with "no". Look at a rejection letter as an opportunity to learn from your mistakes and make the improvements necessary to receive a positive response in the future.

**Application Review:** Take the opportunity to review the entire application process and ensure you are satisfied that every step in development was properly carried out.

**Get A Second Opinion:** Once you have read the letter of refusal for clues to the rejection, get an outside opinion.

**Call the Funder:** Talk to the funder and ask them if there is anything you could have done differently or whether there was a specific problem with the proposal.

**Try, Try Again:** If everything seems to be in order, apply again in the next grant cycle.

**When You Never Receive a Reply:** It can happen that your funding proposal goes unanswered. This is particularly true of small family foundations that lack the staff to answer letters. If you feel everything with your application is in order and you're convinced that the project would still be a good fit, send them an update every six months.

## 5.0 Packaging Your Proposal

Your proposal is concise, the messages are clear and the last minute editing changes have helped make it more effective. There's only one thing left to consider: is my proposal properly formatted and packaged?

The following are a series of hints and tips to make your proposal easy to read and professional looking:

- Use a basic font such as Times New Roman or Arial - they're the easiest to read. If you are going to mix different fonts within a document, limit yourself to two.
- Use one-and-a-half line spacing instead of single or double.
- Leave adequate margins of at least one inch on the top, bottom and sides.
- Do not use artistic borders or designs on the title page or anywhere else on the proposal.
- Number all pages.
- Use bullets or other types of formatting when outlining important points.
- Use plain-coloured paper.
- Avoid expensive or flashy packaging. A paper clip or staple works fine.
- Don't forget to spell check the entire document.
- Use footnotes wherever necessary and make sure to follow standard footnoting style.

## 6.0 Writing Effectively - General Tips for a Strong Proposal

**Style and Voice:** When writing a grant proposal, always try to speak in an active - rather than a passive - voice. For example, try saying: "Our organization provides a better life for runaway children," rather than, "Runaway children associated with our organization can experience a better life".

Keep your message positive. Don't get wrapped up explaining all the challenges that your organization faces. Focus more on describing the good your organization does, rather than talking in too much depth about the scope of the problem.

Describe the human element of your project. Foundation executives want to know that people will benefit and how your work will strengthen their community.

Try to avoid industry terms or other kinds of jargon wherever possible, even if a foundation reviewer is already an expert in the field. It's unlikely that other members of the board have the same level of experience or expertise.

It's important to be enthusiastic about your organization and its goals, but you should try to guard against overselling your message. Foundation boards want to know that your feet are planted firmly on the ground. They are considering an investment in your organization and are constantly scrutinizing your professional credibility.

Don't leave the reader to assume anything. A strong proposal communicates your purpose to everyone and should include any and all information that is relevant to your cause.

**First Draft:** Getting past that first draft is often the most difficult and challenging aspect of writing a proposal. Try to put together a complete first draft before you begin editing. Don't worry too much about sentence structure, spelling or grammar at the outset. They can be cleaned up in later drafts. In this early stage, it's more important that the structure of your proposal is sound and all your key messages are included.

When writing your first draft, get to the point as early as possible. It is difficult for foundation directors to give a thorough read of all the proposals that land on their desk. They want to determine your needs as early as possible. Develop a strong executive summary that contains all your key points and can stand alone.

**Statistics and Examples:** Whenever possible, try using concrete examples to illustrate your arguments.

A strong technique for including real world examples is to reference a recently publicized issue or event. Using a current public debate as an example will drive your message home to readers and provide a way for them to personally identify with your message.

Facts and figures also help to support your argument, while developing awareness of the extent and severity of your cause. But don't just include a whole bunch of data - provide an interpretation and analyze those facts for the reader.

**Editing:** Make sure to proofread your proposal thoroughly before sending it out. Every punctuation or grammatical error detracts from your overall message and damages your credibility. If you don't have solid proof reading and editing skills, try finding someone that does.

**Consistency:** If you want to build a more coherent and cohesive proposal, let one person take charge of the entire project, rather than writing it by committee. This way you will

achieve a consistent style and tone.

**Length:** Although the length of a proposal can vary significantly, most foundation boards prefer to see short, succinct proposals that are six to eight pages in length. The size of a proposal speaks volumes about your organization's clarity of thought and purpose.

The length of your proposal should also be consistent with the amount of money you're seeking. If your organization is only asking for a hundred dollar investment, for example, a one-page letter will probably suffice.

**Objectives:** Be certain you can achieve the project objectives you made in your proposal. If approved, your proposal becomes a legal agreement. An honest approach is always best. Be frank about your organization's strengths and weaknesses and make sure you can deliver on your promises.

## **GRANT OPPORTUNITIES**

### **Ministry of Health Promotion, Trails for Life**

Trails for Life is a provincial grants program with a commitment to provide up to \$440,000 in grants annually for the next five years. The goal of the Trails for Life funding program is to:

Increase physical activity of Ontarians and the health and economic benefits of trails through strategic investments that support a higher quality of life.

The Ministry of Health Promotion, through strategic investments, will provide grants to support policy, research and implementation projects with a provincial scope that address one or more of the following strategic directions of the Ontario Trails Strategy:

- Improving collaboration among stakeholders
- Enhancing the sustainability of Ontario's trails
- Enhancing the trail experience
- Educating Ontarians about trails Fostering better health and a strong economy through trails

Learn more at :

<http://www.mhp.gov.on.ca/english/sportandrec/recreation/trailsforlife/default.asp>

### **Communities in Action Fund**

The Communities In Action Fund (CIAF) aims to help bring about a physical activity and community sport culture in Ontario by helping local, regional and provincial not-for-profit organizations provide and enhance opportunities for physical activity through community sport and recreation.

CIAF, launched in 2004, is a key component of the ACTIVE2010 Strategy. The multi-year fund aims to increase the level of physical activity and sport participation rates in Ontario by assisting local and provincial not-for-profit organizations to create and enhance opportunities for physical activity and community sport and recreation.

Over the past five years, approximately \$32 million in CIAF grants have been awarded to over 1,000 organizations at the provincial and local level. Over one million Ontarians have benefited from the program so far.

2009/2010 CIAF Program information will be posted during the winter of 2009. For more information: <http://www.mhp.gov.on.ca/english/sportandrec/ciaf/default.asp>

### **Ontario Ministry of Natural Resources/Evergreen Community Tree Planting Grant**

The Ontario Ministry of Natural Resources and Evergreen have launched a grant program designed to support the planting of 100,000 native trees on publicly accessible lands in cities and towns across the province. The core values of this program are community engagement and ongoing stewardship: all projects must be open to members of the public and be situated on publicly accessible lands. Applications for

projects which engage diverse organizations and individuals in the community in creative partnerships are especially encouraged.

This program will provide funds to public agencies, institutional landowners and community organizations undertaking volunteer-driven tree planting projects in 2009. Grants awarded will range from \$5,000 to \$15,000. Learn more at <http://www.evergreen.ca/en/cg/cg-funding.htm>

### **Wal-Mart – Evergreen Green Grants**

Wal-Mart Canada and Evergreen are pleased to offer Green Grants, a national program that helps fund community-based restoration and stewardship initiatives in urban and urbanizing areas. Green Grants, a Canadian community greening program sponsored by Wal-Mart Canada and led by Evergreen, provides funds of up to \$10,000 to local groups working on urban naturalization projects that use native plants to restore and steward woodlands, meadows, wetlands and ravines. This grant program also supports community gardening projects that involve native plants and food gardening. The 2009 Wal-Mart – Evergreen Green Grant application will be available in early February with a deadline of March 27, 2009. Learn more at <http://www.evergreen.ca/en/cg/cg-funding.htm>

### **The Home Depot – Evergreen Rebuilding Nature Grant, 2009**

The Home Depot Canada and Evergreen are pleased to offer the Rebuilding Nature Grant Program to support environmental stewardship projects in cities and towns across Canada. The Rebuilding Nature Grant Program provides community groups with grants of \$1,000, \$3,000 or \$8,000 — plus \$2,000 in Home Depot gift cards — to cover the costs of tools and building projects, native plants and trees, and other expenses. As well as providing grants and gift cards for community initiatives, The Home Depot has the unique ability to bring together volunteerism and the expertise of its employees to support projects through its Team Depot program. Learn more at <http://www.evergreen.ca/en/cg/cg-funding.htm>

### **Ontario Ministry of Training, Colleges & Universities**

Funding is available for hiring through the Ontario Targeted Wage Subsidy Program. The following organizations are eligible to apply for the Ontario Targeted Wage Subsidy businesses, non-profit organizations, municipalities, First Nations councils, public health and educational institutions.

For more information:

<http://www.edu.gov.on.ca/eng/tcu/employers/wageSubsidy.html>

### **Nature Network Grant Program**

The Federation of Ontario Naturalists offers member groups (Nature Network membership fee is based upon size, with a maximum fee of \$225 per year) grants for "on-the-ground conservation work, such as restoration, community outreach and trail building."

Amounts: Up to \$2,500 [www.ontarionature.org](http://www.ontarionature.org)

### **Ontario Trillium Foundation**

The Ontario Trillium Foundation distributes its funding to charities and not-for-profits through two granting programs: Community and Province-Wide. Within those programs, funding is allocated in four sectors: Arts and Culture, Environment, Sports and Recreation, and Human and Social Services.

The *Community Program* is for activities that take place in one catchment area and have a local impact in one or more communities within that catchment area. Community grants account for 80% of the Ontario Trillium Foundation's funding.

Through the Community Program, the Foundation makes grants of up to \$375,000 over five years. This can include up to \$75,000 per year for operating or project expenses and up to \$150,000 over one or more years for capital initiatives such as building renovations and/or equipment purchases. The decision to fund all or part of a request depends on how well an application fits with OTF's granting priorities and assessment criteria as well as the overall demand and granting budget in the catchment area.

The *Province-Wide program* is for activities that have a province-wide impact. At a minimum, the work must take place in three catchment areas or two catchment areas in the North. Province-Wide grants account for 20% of Trillium's funding.

Through the Province-Wide Program the Foundation makes grants of up to \$1.25 million over five years. This can include up to \$250,000 per year for five years for operating and project expenses and up to \$150,000 over one or more years for capital initiatives such as building renovations and/or equipment purchases. The decision to fund all or part of a request depends on how well an application fits with OTF's granting priorities and assessment criteria as well as the overall demand and granting budget in the Province-Wide Program.

[www.trilliumfoundation.org](http://www.trilliumfoundation.org)

### **Service Canada**

Canada Summer Jobs is an initiative of the Summer Work Experience program. It provides funding for not-for-profit organizations, public-sector employers and small businesses with 50 or fewer employees to create high-quality summer job opportunities for students between the ages of 15 and 30.

Canada Summer Jobs is about:

- providing work experiences for students;
- supporting organizations, including those that provide important community services; and
- recognizing that local circumstances, community needs and priorities vary widely.

Canada Summer Jobs is focused on encouraging not-for-profit organizations, public-sector employers and small businesses with 50 or fewer employees to create jobs that not only meet their needs, but also benefit students looking to gain work experiences.

### Important Notice:

In early February, Service Canada will be hosting information sessions on Canada Summer Jobs 2009. This will be your opportunity to learn more about the initiative and the application process. As details become available they will be posted on this site. The application period for Canada Summer Jobs 2009 will be from February 2 to February 27, 2009.

Learn More: <http://www1.servicecanada.gc.ca/eng/epb/yi/yep/programs/scpp.shtml>

### **Northern Trails Program**

The Northern Ontario Heritage Fund Corporation provides capital assistance for trail projects, supporting the Northern Ontario tourism sector.

Amounts: up to 50% of eligible costs. Up to \$100,000 for trail projects in smaller communities, up to \$250,000 in larger communities, and up to \$500,000 for trail systems, such as the Trans Canada Trail.

Information: 1-800-461-8329

<http://www.mndm.gov.on.ca/MNDM/pub/newrel/NRView.asp?NRNUM=108&NRYear=2002&NRLAN=EN&NRID=2471>

### **Great Lakes Aquatic Habitat Network & Fund**

The Federation of Ontario Naturalists serves as the coordinator for GLAHNF.

GLAHNF "is designed to assist non-profit, non-government, grassroots environmental and community groups with small grants to improve the future prospects for our wetlands, rivers, lakes and nearshore areas."

Amounts: Up to \$3,500 U.S.

Deadline: April 30th and September 30th

Information: [www.ontarionature.org](http://www.ontarionature.org) , [www.glhabitat.org](http://www.glhabitat.org)

### **Community Foundations of Canada**

Community foundations take the broadest view of what a community is and what it takes to succeed.

That's why community foundation grants support everything from shelter, sustenance and care for those most in need, to recreation, the arts, and the environment.

As the national membership organization for Canada's community foundations, Community Foundations of Canada does not operate grantmaking programs.

To find the community foundation that serves your Canadian region or municipality, visit <http://www.cfc-fcc.ca/home.cfm>

Ontario Community Foundations:

- Aylmer Area Community Foundation
- Barrie Community Foundation
- Bradford West Gwillimbury and District Community Foundation (BWGDCCF)

- Brampton and Area Community Foundation
- The Brantford Community Foundation
- The Brockville Community Foundation
- Burlington Community Foundation
- Cambridge & North Dumfries Community Foundation
- Campbellford/Seymour Community Foundation
- The Chatham Kent Community Foundation
- The Deep River and District Community Foundation
- The Community Foundation of Durham Region
- Elgin-St. Thomas Community Foundation
- Forest Community Foundation
- Grand Bend Community Foundation
- Community Foundation Grey Bruce
- The Guelph Community Foundation
- Hamilton Community Foundation
- Huronia Communities Foundation / La Fondation communautaire de la Huronie
- Kenora & Lake of the Woods Regional Community Foundation
- The Community Foundation of Greater Kingston
- The Kitchener and Waterloo Community Foundation
- LaSalle Community Foundation
- London Community Foundation
- The Community Foundation of Mississauga
- Muskoka Community Foundation
- Napanee District Community Foundation
- Niagara Community Foundation / Fondation communautaire de Niagara
- The Norfolk Community Foundation
- North Bay and Area Community Foundation
- The Community Foundation of Oakville
- The Community Foundation of Orillia and Area
- The Community Foundation of Ottawa / La Fondation communautaire d'Ottawa
- Oxford Community Foundation
- The Perth and District Community Foundation
- Community Foundation of Greater Peterborough
- Sarnia Community Foundation
- Stratford and Perth County Community Foundation
- Sudbury Community Foundation/Fondation communautaire de Sudbury
- The Temagami Community Foundation
- Thunder Bay Community Foundation
- Toronto Community Foundation
- Tri-Town Foundation / Fondation du Tri-Town
- WindsorEssex Community Foundation
- York Region Community Foundation

### **Local Service Clubs**

Service Clubs are great local community partners that may provide funds, in-kind or volunteer support for your hiking or trail club. The most common service clubs in Ontario are:

- Kinette Club
- Kinsmen Club  
Kiwans Club
- Knights of Columbus  
Lions Club
- Lioness Club
- Royal Canadian Legion  
Optimist Club
- The Rotary Club  
Shrine Clubs

Most web based searches will lead you to a local clubs website. You can also contact your municipality and request a list of local service clubs.

### **Ministry of Health and Long Term Care**

It is advisable to explore partnership opportunities with your local Public Health Unit. For a list of Public Health Units and resources in your community:

[http://www.health.gov.on.ca/english/public/contact/phu/phuloc\\_dt.html](http://www.health.gov.on.ca/english/public/contact/phu/phuloc_dt.html)

### **Rural Economic Development (RED)**

The Rural Economic Development (RED) program assists with the costs of projects that use the power of partnership to create change. The partners might be individuals, businesses, organizations, or municipal governments. They share a common goal: to breathe new life into rural communities, make more opportunities to develop skills, and improve access to health care.

Learn More: <http://www.omafra.gov.on.ca/english/rural/red/about.html>

### **Sustainability Network:**

2009 Training Bursaries for Ontario-based Nonprofit Environmental Organizations

Up to 50% of the cost of training to a maximum of \$500 per person is available to help cover tuition costs or registration fees associated with nonprofit management training opportunities. You are invited to request financial assistance to help you to attend workshops or courses organized by non-profit, professional associations, academic institutions or the private sector. For example, we can help support your participation in an extension course offered by a community college or university or a workshop, seminar or conference sponsored by a Volunteer Centre, United Way or the Association of Fundraising Professionals. Funds will not be provided to subsidize participation at general conferences or to cover travels costs associated with the training opportunity.

Applicants should be in a position of responsibility (executive director, staff, lead volunteer, board member) in an Ontario-based environmental nonprofit organization.

Multiple applications from one organization or individual will be considered, but an effort will be made to assist as many organizations as possible. Recipients will be required to incur the full cost of the training and submit receipts for reimbursement along with a brief evaluation report upon completion of the training. The application process is simple and the turn around time quick. The application process is ongoing throughout the year with no formal deadline.

Applications should answer the following questions:

1. Describe the management training opportunity? Describe the workshop, course or learning opportunity and indicate who will be leading the session. Where will it take place and when? You may simply want to forward promotional material associated with the opportunity to us.
2. Why is this opportunity important for you and the environmental nonprofit you are affiliated with? How will your participation increase you skills and make your organization more effective?
3. What is the cost and what level of subsidy are you requesting from the Sustainability Network?

In addition to your contact information, please provide your incorporation number and/or charitable registration number.

More info: [www.sustainabilitynetwork.ca](http://www.sustainabilitynetwork.ca)

## **CORPORATE FUNDING PROGRAMS**

### **Adobe**

The company donates copies of their software for a US\$35 administrative fee through Gifts in Kind International. The program includes products like Adobe Acrobat, Photoshop, PageMaker, InDesign and Premiere.

### **Best Buy Canada**

Best Buy supports communities across Canada through various initiatives, including the Best in Class fund which provides technology to schools in need. Local Best Buy stores also have individual giving budgets, with the mandate to donate the funds to local, nonprofit, youth-oriented organizations. They also offer a Community Partner Award program which encourages staff to volunteer time to local nonprofit agencies.

### **BMO Financial Group**

BMO welcomes the opportunity to contribute to both large and small organizations across a variety of areas including education, health, arts and culture, civic and community, and sports and athletics. Although support is broadly based, the focus is on assisting organizations and initiatives that encourage and facilitate learning.

### **CIBC Community Investment Program**

As one of Canada's largest corporate donors, CIBC is committed to fostering strong, healthy communities. Its support extends to health, education, community, arts and culture, the environment and United Way agencies, with a focus on youth.

### **EnCana** (International: Calgary, AB)

The company's four focus areas include: youth & education; health & wellness; the environment, and community development; with an emphasis on the communities and regions where EnCana has an operating interest.

### **Hydro One**

Hydro One funds charitable organizations delivering innovative community programs. It focuses its charitable giving on four areas: safety and injury prevention; energy education; United Way campaigns throughout Ontario; and local community causes

### **RBC General Funding**

RBC is dedicated to working with charitable organizations that share our goal to help make a difference in local communities and regions where we do business. We receive about 20,000 requests for funding each year - more than 10 for every hour of the business day.

Our professional grant-makers follow a rigorous process when evaluating proposals to ensure our funds are invested with the utmost care and responsibility. The process includes a complete assessment of your charity's financial statements as well as its fiscal management and governance practices.

Read below to find out how applications are evaluated so that you can judge your strategic fit with our corporate donations program.

[http://www.rbc.com/donations/apply-for-funding.html#general\\_apps](http://www.rbc.com/donations/apply-for-funding.html#general_apps)

### **RBC Blue Water Community Action Grants**

Ranging from \$1,000 to \$5,000, these grants are focused on watershed protection and are available to local or community organizations in Canada, United States or the Caribbean. Some restrictions apply. Applications are accepted year long, starting in June, 2008.

<http://www.rbc.com/donations/blue-water-pre.html>

### **TD Friends of the Environment**

The purpose of the TD Friends of the Environment Foundation is to support worthwhile community based environmental initiatives that make a positive difference to the Canadian Environment. Customer contributions are collected at every TD Canada Trust branch and are distributed to a local Chapter of TD Friends of the Environment Foundation. Every Chapter has a Local Advisory Board comprised of customer and employee volunteers. These board members review the applications and make recommendations for funding support based on the Foundation's [focus areas](#) and the needs of their community. Money raised locally is spent locally. Applications are reviewed periodically throughout the year. Applications are submitted via an online application. [www.td.com/fef](http://www.td.com/fef)

### **Mountain Equipment Coop**

Provides grants in support of their vision that Canada will be home to the world's most comprehensive network of parks and protected areas and sustains the world's most outstanding outdoor playground. Self-propelled outdoor activity will be a primary feature of Canadian culture and lifestyle.

Types of donations / grants offered:

#### **In-kind Support**

Grassroots Product Donations - Enables conservation/access groups to raise funds or reward volunteers.

#### **Grants**

- Land Acquisition - Conserves ecologically and/or recreationally significant resources.
- Capacity Building - Strengthens conservation organizations.
- Research - Supports wilderness conservation and sustainable recreational land use.
- Advocacy and Education - Supports protection of ecologically significant cores and corridors.
- Access - Inspires participation, facilitates public access, promotes responsible use of outdoor areas.

- Urban Sustainability - Supports local environmental groups in each MEC store community.

Learn more: [www.mec.ca](http://www.mec.ca)

### **Ontario Power Generation**

Being a part of the community is so much more than simply generating electricity there. It's about helping the community thrive, and OPG has been doing just that through support of local not-for-profit initiatives in the communities that host our facilities. OPG is proud to support youth amateur sports initiatives, arts and culture, humanitarian and local causes, and community health and safety initiatives in station communities across the province. As well, OPG's annual employee charity campaign has raised millions of dollars for charities across Ontario.

Learn More: [www.opg.com](http://www.opg.com)

[Ontario Rural Economic Development Program](#)

### **Molson Local Heroes**

Local Heroes is a neighbourhood-based program where Molson provides funding to individuals of legal drinking age to help repair, revamp or revitalize existing adult recreational facilities in your community.

Examples: physical aspects of trail building or repairs

Information: 1-800-665-7661, <http://www.molson.com/home/main.ghtml>

### **Shell Environmental Fund**

Shell Environmental Fund (SEF) provides financial support for grass-roots, action-oriented projects that improve and protect the environment.

Amounts: up to \$5,000

Information: <http://www.shell.ca/sef>

## **ONLINE RESOURCES / DATABASES OF FUNDING OPPOTUNITIES**

### **Stewardship Canada**

[www.stewardshipcanada.ca](http://www.stewardshipcanada.ca)

### **Canadian Directory to Foundations & Corporations, Imagine Canada**

[www.imaginecanada.ca](http://www.imaginecanada.ca)

### **Charity Village**

[www.charityvillage.com](http://www.charityvillage.com)

### **Canadian Environmental Grantmakers Network**

[www.cegn.org](http://www.cegn.org)

### **The Green Source**

A resource guide prepared by Environment Canada that will help you locate numerous sources of funding for environmental projects. It includes information on public and private sector programs and organizations that provide financial assistance, labour costs or in-kind donations to community groups. The Green Source is available in searchable database format at the url above or in hard copy format available from the Environment Canada regional office serving your area.

[http://www.ec.gc.ca/ecoaction/grnsrc/index\\_e.cfm](http://www.ec.gc.ca/ecoaction/grnsrc/index_e.cfm)

## **FEE FOR SERVICE DATABASE**

If you have a fundraising budget and are willing to invest time and money in a thorough research of corporate and foundation sources, there are a couple of databases that you should look into.

Metasoft Systems publishes the [Big Database](#), a fact-filled, accurate, and current source of Canadian and American fundraising information for non-profits and charities, providing more than 5,000 funding opportunities.

Learn more: [www.bigdatabase.ca](http://www.bigdatabase.ca)