

To All Workshop Participants

Welcome to today's Successful Grantwriting Workshop.

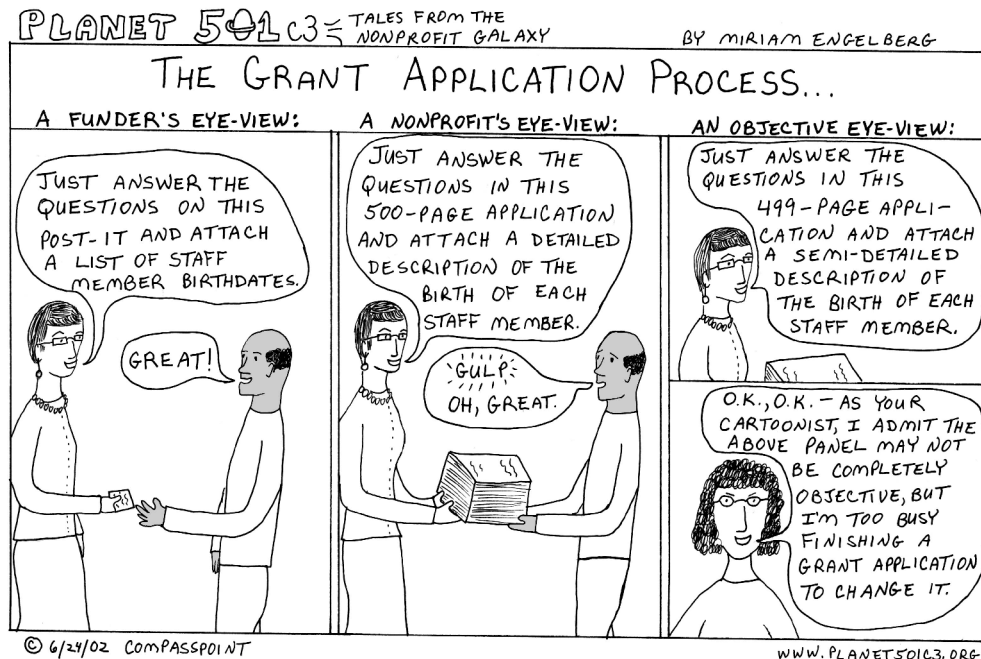
This workshop is specifically designed for people who have some level of grant writing experience, but who hope to improve their skills to be more methodical and professional.

We hope that you'll find today useful and entertaining, and that you'll feel free to ask questions and offer feedback.

If you have questions at later date please feel free to call or e-mail. We're always happy to hear from our friends and clients.

Victoria Fenner

Barry Rueger



Grant Application Workbook

PART ONE - Collect the Information that describes your organization

An important part of any request for funding is a description of your organization. The information should be brief and concise, but contain enough information to help funders learn more about your history and how your organization runs.

When was your organization formed? _____

Why does your organization exist? _____

Do you have a Mission Statement? Yes ___ No ___

What services do you provide? _____

What people/groups of people in your community benefit from your service?

How many people in the community benefit from your services each year? _____

How many paid staff do you have? Full Time ____ Part Time ____

How many volunteers work with your organization? ____

What kinds of work do they do? _____

Does your organization charge membership dues? Yes ____ No ____

How much per year are your dues? _____

How many people are on your Board of Directors? _____

Do You Have a Year Plan? Yes ____ No ____

Do you have a Strategic or Long Term Plan? Yes ____ No ____

PART TWO – Describe How Your Organization is Funded

For many types of funding agencies, long term financial viability of a prospective recipient is a very important factor. Your past financial performance will often make a difference, because all funding agencies have a duty to ensure that their money will be put to good use.

Not every funding agency will ask all these questions, but some will. They will want to see that you understand sound principles of financial management.

(If you're tempted to stop here because you've had a couple of bad years, don't worry. The point is to show them what you're doing to turn things around. No funding agency will fault you for a couple of bad years, as long as you can convince them it's under control)

How large is your operating budget each year? \$ _____

Is your organization in a deficit position? Yes ____ No ____

If yes, how much is it? _____

What caused your deficit? _____

What are you doing to reduce your deficit? _____

What other steps is your organization taking to increase revenues? _____

What potential issues, opportunities, and challenges will affect your organization in the coming year?

PART THREE - Tell About Your Fundraising Project

This section is a place to explain how you will use the money you are requesting. There are three main types of funding — operating (where you ask for a lump sum to contribute to regular on-going operations), project funding (special one-time initiatives), and capital funding (for projects relating to equipment, buildings and other types of physical assets).

This section applies primarily to one time requests for specific projects which can be completed in a fixed period of time (project funding and capital). Providers of operating funds will be especially interested in your history and your long-term plans. As a general rule, the larger the funder, the more detail they will require.

Describe the project or initiative for which you are seeking funding: _____

Why is your project/initiative needed? _____

How do you know that it is needed? _____

Who will benefit from this project? _____

Describe how this work will support your Mission Statement. _____

How will this project enable your organization to do its job better? _____

How does your project improve upon existing services in your community?

List the steps your organization will take to complete this project _____

Who will oversee this project to ensure its success? What are their qualifications?

What other requirements will your organization have for this project to happen (staff, space, technology, funding etc.)

Will volunteers be involved? What will be their role?

Proposed start-up date for the project: _____

Completion Date: _____

Time Line (attach additional documents as necessary)

Date

Activity

PART FOUR - Tell About Your Community Support

This is probably the most important part of the application. The more relevant you are to your community, the greater the likelihood you will be able to find financial partners. This section is where you convince funders that you have a groundswell of support for your project and organization.

Name specific individuals or groups that have pledged their support for your project

List any tangible pledges of support you have received so far (e.g. Letters of Support, Promises of Funding, Goods in Kind or Donated Services)

Do you have community partners for this project? Who are they, and what are their roles?

Publicity Plan: How will you promote or advertise this project? _____

How would the participation of sponsors/donors be acknowledged? _____

PART FIVE - Developing Your Budget

Step A: Identify How Much Your Project Will Cost

Type of Expense	Specific item	Cost per item	Total
Equipment			
Leasehold Improvements (renovations)			
People	Project Manager		
	Consultants fees		
	Office support		
	Staff time cost		
Office	Office rental		
	Phone, fax		
	Office equipment rental		
	Postage, couriers		
	Office supplies		
	Media kits		
	Web design etc.		
Other			
Total Cost of Doing This Project			

Step B: Calculate How Much Cash Money You Need to Raise

A. Total Cost of Doing This Project (from the spreadsheet above) \$ _____

B. Any Existing Money That You Can Use For This Project \$ _____

C. Project Income Which is Already Confirmed

Known Project Income (please list committed sources and amounts, including earned income, sales, and contracts)	Source	Amount
	Total	

D. Total Still To Be Raised (A – B – C = D) \$ _____

E. Project Money For Which You Have Applied

Funder	Notification Date	Amount
	Total	

F. Sales and Other Projected Income

Source	Amount
	Total

G. Income Still Not Identified (D - E - F = G) \$ _____

Step C: Identify Other Sources of Support

In Kind Contributions:

Will people be donating their time to make this project happen? Yes _____ No _____

List the things that people will do which they will not be paid for, and how much time you think they will contributing.

Item	Estimated Time	Estimated value
Preparation of grant application (include donated board and staff time)		
Book keeping and budgeting		
Project management		
Security/chaperones		
Installation/construction		
Legal		
Accounting		
Volunteer staffing (eg. events)		
Publicity		
Other		
	H. Total Estimated Value (Services)	

Are you getting donations of other things you don't have to pay for? Yes _____ No _____

List those items, and what you would have to pay if you didn't get them for free.

Item	Source	Estimated Value
Office space		
Phones		
Computer equipment (include use of board/staff personal computers)		
Materials/supplies		
Printing		
Postage/shipping		
Other		
	I. Total Estimated Value (Goods)	

J. Total In-Kind Contributions of Goods and Services (H + I = J) \$ _____

Individual Donations:

Can you ask your membership or donor base for an additional gift to cover this project?
How much do you think you can raise?

Special events:

Do you plan to host special fundraising events for this project?

List events:

Estimated net profit
(AFTER expenses)

Reality check: Special events are a lot of work, often for little return. Are there better ways you could be spending your time? What happens if your event LOSES money? Can you absorb the loss without jeopardizing the rest of your organization?

Other types of revenue: Advertising/sponsorship opportunities; Allocation of funds from other parts of your operation:

Community Partnerships: Are there other organizations in your community who share your goals and would be in a position to contribute money/time/resources?

Other financial considerations:

What would happen if your organization was able to raise only a portion of the amount required?

Do you plan to continue this project after the funding is over? Yes No

If yes, where will the funds come from when this grant runs out? _____

If you do not plan to continue after the project is over -
How will this one time project strengthen your organization's objectives in the long run?

Financial Summary

Total Cost of Doing the Project (From Step A)	\$ _____
Existing Money That You can Use (From Step B)	\$ _____
Confirmed Income (From Step B)	\$ _____
Pending Income (From Step B)	\$ _____
Sales and Other Projected Income (From Step B)	\$ _____
In-Kind Contributions (From Step C)	\$ _____
Other Income Possibilities	\$ _____

Checklist

Documents - Do you have these?

- Cover letter
- Completed Application
- Signatures
- Bylaws
- Letters patent
- Most recent audited statement
- Current year's budget
- Charitable Tax Number
- Letters of Support

Final Preparation

- All Documents Spell Checked
- All Documents Proofread by at least one reliable Person
- All Items assembled, in order
- All Items copied for your files
- Does the funder prohibit staples or paperclips?
- Does the funder require the signature of a specific person such as your President?
- How many copies of the package does the funder require? _____
- Check that the address label for the envelope or courier package is exactly the same as the address in the application.

Notes

Extra Resources

A Step by Step Guide to Foundation and Government Fundraising

An easy guide in point form which will help you to identify possible funders and complete their application.

Looking for Funding - where to start

Prospect Form

A one page form from the Foundation Center which will allow you to easily and consistently keep track of funder information.

Annual Program Plan

A form designed at Appalshop Inc (www.appalshop.org) which is very good for helping to develop an annual plan for your organization or project.

Special event Planning Form

A two page checklist designed to help volunteers to organize small events with a minimum of hassle, surprises, or catastrophe.

Useful links

Charity Village <http://www.charityvillage.com/>

The Canadian Centre for Philanthropy <http://www.ccp.ca/>

The Foundation Center <http://fdncenter.org/>

A Step by Step Guide to Foundation and Government Agency Fundraising

By: Victoria Fenner, Community-Media.com

STEP #1 - Strategize

Your association needs to answer the question “Why Do We Need Funding”? To make effective use of grant funding, you must have a clear vision of your overall mission, your short and long term goals. A prospective funder needs to have a strong sense that your organization knows why it exists, and where it is going. The more clearly you can articulate why you exist, who you serve and how you do it, the easier it will be to convince a funding organization to support you.

STEP #2 - Research

Which funders can provide assistance to meet those goals? Between government and private foundations, there are many programs which can meet your organizational needs. And there are also many which cannot. Compile a target list. This is called “prospect research”.

STEP #2A - Look at your research a little closer.

Double check to make sure you're targeting a funder whose objectives match yours. Most funders have very specific things they will and will not fund. It's now your job to determine if your association's priorities match the priorities of the funder you're approaching. Once you have a list you're sure of, proceed to Step #3.

STEP #3 - Figure out what is needed in terms of a proposal.

Sometimes it's just a matter of sending a well written letter and background information about your association. More often than not, you'll have to go into great detail about how you're planning to use the funds. This often includes a summary of activities to be undertaken, detailed time lines and a budget.

STEP #4 - Start answering the questions in this book.

It will help you define your project, assess the need for it, and figure out how much it will cost. There are also places in this book for you to compile basic information about your organization that potential funders may want you to answer. Once you've gone through this process, it will become obvious to you whether or not your project is attainable right now, or whether you still have some research and development to do.

Once you've finished this workbook, you should have a clear idea about what you're doing and why. If you've answered all the questions completely, you should be able to answer any questions about your project and association, even the tough ones. You should also be able to articulate clearly why the money you are requested is needed. In fundraising jargon, this is often referred to as your “needs statement”.

You'll be ready for anything, even skeptics (yes, they ARE out there). To make double sure you've covered all your bases, ask someone to play devil's advocate. Encourage

them to ask you some REALLY hard questions (such as “Don’t you think this is a little too ambitious?” or “But somebody else did the same thing last year” . This might be a little hard to take at first, but remember -- your potential funders will ask hard questions too. Be ready for them.

STEP #4 -- (Optional)

It is often helpful to call the funders’ office to discuss your ideas. This serves two purposes. First of all, it is a good introduction. Maybe they’ll remember you when your completed proposal crosses their desk. Second, they’ll be able to tell you if your proposal idea is suitable. Or if they’ve run out of money for the year. There’s nothing worse than investing 20 hours in a proposal to find out later that the program you’re applying under was discontinued last year.

Step #5 - If it sounds like they are interested.

Ask for an application package. Some funders will simply ask for a letter. Others have official forms.

Because you’ve done such a good job defining your project in Step 3, preparing the application should be a breeze. Refer to the notes you’ve made in this workbook. In some cases, you may be able to copy over some of your answers word for word.

When you answer the questions on the application, remember what they told you in school. Read the questions carefully. Answers should be succinct and to the point, but should be long enough to answer the question fully. Use a typewriter or a word processor and check your spelling. Don’t spill your coffee on the finished application (No kidding. Sad to say, it happens more often than you’d think ...)

Compile all the supporting documents you need. Some funders won’t ask for anything. Others will ask for annual reports, bylaws, constitution and even your latest audited statement. It is also not uncommon for potential funders to ask for a copy of your operating budget.

Step #6 -- Mail your application.

Courier it. If the funder you’re applying to has a firm deadline, drop it off yourself if you have to. Just get it there on time.

Step #7 -- Wait four days or so.

Then call to make sure your application has been received. Try to get the name of the person who will be shepherding your file through the system. If you’ve done step #4, you will already have a contact name at the organization to talk to. If not, try to get a name. Any name. Then ask to speak to that person. Ask subtle questions such as “How long does it take for a decision?” and “When should I call you back?”. Make sure they know where to reach you if they have any further questions.

Step #8 - Wait.

Step #9 - Wait some more.

(Approval can take as few as six weeks, or as long as 8-10 months) That's why the questions "When will you be making a decision?" and "When should I call you back?" are very important. Don't be shy. If they said "Call us back after November 15th", mark it on your calendar. Then make sure you do it.

Step #10 - Decision Day.

If the answer is yes, a call to say "thank you" would be nice. And if you think you can do it with subtlety, you could also slip in the question "When can I pick up the cheque?" (Phrased something like "We really need some funds to get the project off and running. Is there a chance we can get an advance?"). Money issues always seem a little delicate to talk about. But remember. They've offered to give you money. They want you to have it, and they want your project to succeed. So don't be shy.

If the answer is no, don't be discouraged. Use it as a learning experience. Ask what you can do differently next time to be more successful. Sometimes there's nothing you can do -- it may be that the funder just got too many applications. Say thank you. Then go do something nice for yourself to get over your disappointment.

Step #11 -- If the answer is Yes, now comes The BIG Step.

Time to get your project off and rolling. It's now up to you. Do it well. Stay as close to your original plan as you can. Submit all reports requested by your funders on time.

Show them how grateful you are for their donation. Invite them down to see the results of their donation. Give them a plaque. Name something after them. Everybody likes to be appreciated. Make your funders feel appreciated, and you'll keep them as supporters forever.

Step #12 -- Start planning your NEXT big project.

Good luck.

Finding Funding Sources on the Internet

Although there are printed directories to funding sources, they are often out of date by the time they are printed. Instead we suggest that time spent on the Internet is the best way to track down sources of funding.

Government Sites

Government of Canada - www.gc.ca

Click on "About Government", "Department and Agencies", then click on the department that most closely matches the mandate of your organization.

Example: Department of Justice

Many Government sites will have funding programs listed under "Programs and Services". If there is no obvious link with this name, go to the Site Map and see if you can find anything that sounds close.

You will see a long list of programs, such as Child Support, Family Violence etc. Funding information is contained in each individual program page. Click on the program that sounds similar to your objective.

Eg. Victims of Crime. On the left hand side you will see that there is a funding program. Details of the program are available for downloading.

Provincial Government (Ontario) www.gov.on.ca

There is a drop down menu on the page immediately after the title page. You can click on whatever ministry that suits your group.

Eg. Ontario Women's Directorate
<http://www.gov.on.ca/citizenship/owd/index.html>

Look at the top button bar. This ministry does have a grant program -- not every ministry does, and even when they do they aren't easy to find on their web page. This example is an easy one -- just click on "Grants".

This page has information about the OWD's program plus links to foundations and other funding sources.

Additional tip: Check the "What's New" sections of government websites every few days. If new funding programs are being put in place, many of them will be promoted through news releases. And check government websites of the individual departments whose mandate fits yours.

Municipal Governments

Some municipalities publicize the funding grants available through newspaper ads. Others expect you to do the digging yourself. It's harder to find information about grant programs at the municipal level because grant-giving is not as common. So it can take some research to find out where the gold is. Also, unless you're a large, well established non-profit, the returns from municipal programs will likely be on the small side.

Private Sources

Foundations

Foundations are organizations that are set up to disburse money to worthy causes. There are several kinds of foundations:

Community Foundations: Most large communities have foundations which administer grant programs on behalf of many donors in the community. These tend to be broadly based in focus, and are one of the fastest growing type of granting agencies in the country.

Private / family foundations: Wealthy individuals and families will sometimes set up foundations to give money to their favourite causes and organizations. Many of these accept unsolicited applications, others do not.

Corporate Foundations: this is the philanthropic[^] arm of businesses. Some corporations have set up separate foundations, others give funding through the Public Service and Community branches of their corporations.

How to Find Foundations:

The Canadian Centre for Philanthropy's Directory to Foundations and Grants is the standard reference in Canada. It can though be quite expensive if your non-profit is small. (\$450/year on-line, \$375 for paper). Although the on-line version can be more efficient, most libraries have a copy of the print version. http://www.ccp.ca/page.asp?foundation_directory

The Foundation Center is the American equivalent, and can be found at <http://fdncenter.org/>. If your group's work is international, or if you have a specific scope that fits, you may find funders here as well. The minimum subscription is about \$20 US a month, so it is affordable to sign up and see what's there.

Cheaper alternatives

1.) *Do an internet search.* The most obvious words to use are "Foundation" and "Canada", but beware. Not all foundations are grant-giving foundations, so best to narrow your search by using a third keyword. By adding an extra word - "Charitable"; "grant" or "corporate" will narrow down your search considerably.

2.) *Check out who is funding other non-profits similar to yours.* Smart thinking non-profits will list their funders on their web pages. You can read up and approach some of the same people, looking for funders that are interested in contributing to other non-profits with similar mandates.

Corporate donations

When looking for Corporate donations, make sure it's really a donation you're looking for. If for example you're raising money for a major sporting event, the corporation might be looking for a marketing opportunity. Marketing opportunities are NOT donations, and they are handled through the marketing department rather than the "good works" section of the corporation.

The "good works" department is frequently found in Public Affairs, and it can be a labyrinthian path to the right web page.

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For example, suppose someone told you that Fairmont Hotels has a fund. The front page reveals nothing that says "fund" or "grant". You could try "Search" under "grant"; "fund" "donation" "charitable" ... or the all time favourite that corporations use: "community".

Another place to look is under the "About" button. The information in this case was found under "Fairmont Community".

Most large corporations have community giving programs. Best place to start is to look at which corporations are active in your own area.

Lists and other places to look.

Many funding announcements are circulated on e-mail lists and similar websites. In all likelihood there is already a mailing list where people like you share information. Get signed up and see what shows up. And of course make regular visits to Charity Village at <http://www.charityvillage.com/>.

PROSPECT WORKSHEET

Date:		
Basic Information		
Name		
Address		
Contact Person		
Financial Data		
Total Assets		
Total Grants Paid		
Grant Ranges/Amount Needed		
Period of Funding/Project		
Is Funder a Good Match?	Funder	Your Organization
Subject Focus (list in order of importance)	1.	1.
	2.	2.
	3.	3.
Geographic Limits		
Type(s) of Support		
Population(s) Served		
Type(s) of Recipients		
People (Officers, Donors, Trustees, Staff)		
Application Information		
Does the funder have printed guidelines/application forms?		
Initial Approach (letter of inquiry, formal proposal)		
Deadline(s)		
Board Meeting Date(s)		
Sources of Above Information		
<input type="checkbox"/>	<input type="checkbox"/> Requested	<input type="checkbox"/> Received
<input type="checkbox"/> Annual Report -- Year:	<input type="checkbox"/> Requested	<input type="checkbox"/> Received
<input type="checkbox"/> Directories/grant indexes		
<input type="checkbox"/> Grantmaker Web site		
Notes:		
Follow-up:		

PROGRAM PLAN

Project name:

Fiscal year:

Project Mission Statement

- 1. Describe how your project's work supports your mission.**
- 2. What are your project's goals for the new fiscal year?**
- 3. Describe how your project plans to meet these goals (project description).**
- 4. What criteria will your project use to measure progress toward goals (assessment and evaluation)?**
- 5. Describe your project's intended audience or constituency and how you will reach them (distribution).**

6. What are your project's resource requirements (staff, space, technology, funding, etc.)?

7. What potential issues, opportunities, and challenges will affect your project in the coming fiscal year?

8. What program collaborations are you working on in the coming fiscal year?

9. Timeline (attach additional documents as necessary).

Project Director Signature/Date _____

**Attachments: Budget Spreadsheet ____;
Fundraising Needs Form; ____
Timeline (as above).**

SPECIAL EVENT FORM

DATE (you filled this out) _____

NAME (who you are) _____

PHONE (yours) _____

DATE(s) (that you want to do this event) _____

WHERE (it will happen)

Name of place _____

Street Address _____

City _____

PHONE # (of this place) _____

FAX # (of this place) _____

CONTACT NAME _____

START TIME _____ **FINISH TIME** _____

SETUP TIME _____

ARE YOU BROADCASTING FROM THERE?

DO YOU NEED PHONE LINES? _____ Mono or Stereo? _____

DO THEY REQUIRE INSURANCE? _____ How much? _____

CHECKLIST

Item	Need	Have	Item	Need	Have
Table			Masking Tape		
Chairs			Transport		
Banner			Radio		
PA System			T-shirts etc.		
Mixer			Lighting		
Mics			Recording Tape		
Cables			Reel to Reel		
Power			Cassette		
Mic stands			_____		
Program Guides			_____		

Describe the event in detail, including band names, who will volunteer for you etc _____

BUDGET

EXPENSES

Transportation	_____
Printing	_____
Postage	_____
Long Distance	_____
Sound Equipment Rental	_____
Lighting Rental	_____
Other Rental	_____
Licences and Permits	_____
Meals	_____
Hotel	_____
Power Hookups	_____
Signage	_____
Bell Phone Lines	_____
Recording Tape	_____
Masking tape etc.	_____
Paid help	_____
Other _____	_____
Other _____	_____
Other _____	_____

TOTAL _____

INCOME

Door	_____
Sponsors	_____
Advertisements	_____
Grants	_____
Other _____	_____
Other _____	_____
Other _____	_____

TOTAL _____