

2.2.1 Funding criteria for agency

Agencies must demonstrate strong performance in the following areas

Board governance and oversight	<ul style="list-style-type: none"> • Mission Statement, reviewed by Board periodically • Strategic plan, operational plan and goals, updated periodically • Recruitment and annual performance evaluation of senior staff person by Board • Risk management plan • Insurance coverage • Governing documents (bylaws, letters patent) • Compliance with all applicable laws, regulations • Appropriate consultation and communication with stakeholders • Policies: conflict of interest, privacy, complaints • AGM held within 6 months of the end of the fiscal year (with allowable adjustment for Covid, as per CRA)
Financial accountability & transparency	<ul style="list-style-type: none"> • Annual audited financial statements available on agency's website • T3010 filed, other statutory remittances made • Disclosure of fundraising cost ratio
Fundraising & sustainability	<ul style="list-style-type: none"> • Board-approved code of ethics • Policies for ethical fundraising, code of conduct • Agency has diverse sources of funding • United Way makes up no more than 50% of agency revenue and no more than 75% of program revenue • Agency has a fundraising plan in place, with goals and outcomes, monitored regularly and updated periodically
Operations & staff management	<ul style="list-style-type: none"> • HR and other policies in place, reviewed and revised periodically • Information Technology systems include a back up stored offsite and data protection plan including cybersecurity.
Volunteer involvement	<p>Agency has processes for</p> <ul style="list-style-type: none"> • volunteer orientation, recruitment, screening and training • acknowledgement and recognition for volunteers
Support of United Way	<ul style="list-style-type: none"> • Visible signage, logo and recognition of United Way on premises and in materials • Agency runs an annual United Way workplace campaign • Participation in speakers bureau, tours, days of caring as requested • Provision of stories, speakers, photo ops as requested •

2.2 Funding criteria for programs

The following considerations will be taken into account when reviewing programs

Programs	Indicators
<p>Meet a community need</p> <p>The agency has used evidence (client consultation and/or local data) to determine program design.</p>	<ul style="list-style-type: none"> - Program outcomes and intent aligns with a priority area - Rationale is provided for how the program links to desired goals of the agency - Identifies target population - Services are not duplicated by other agencies or programs in the community
<p>Deliverables and Outcomes</p> <p>Program has ability to meet identified deliverables and outcomes. The focus is on vulnerable sector and immediate needs.</p> <p>Where possible, prevention is addressed to bring about positive change in clients when they are ready for change.</p>	<ul style="list-style-type: none"> - Demonstrated experience or evidence to show program delivery is effective in addressing issue - Goals are realistic and achievable - The outcomes and/or outputs & indicators relate to United Way's objectives - Clients' immediate needs are met - Prevention and underlying causes are addressed where possible
<p>Organizational Capacity</p> <p>Agency has the capacity and ability to deliver the proposed programs</p>	<ul style="list-style-type: none"> - Program aligns with the agency's mission - Agency has effective management and operational practices (demonstrated by compliance to the standards in the Agency section of the application) - Agency has demonstrated capacity for program delivery through previous experience and/or offers similar or complementary programs - Resources are utilized efficiently (staff, volunteers, physical and financial resources) - Related administrative costs are appropriate, relative to program activities - Financial resources required to implement the program are reasonable - Program is sustainable for the funding period - Program is run by the agency applying for funding. Flow through funding to another agency for program delivery does not allow United Way the same oversight, direct relationship, or access to data as would otherwise be available

United Way investment	<ul style="list-style-type: none">- Agency demonstrates a need for United Way funds for the delivery of program- Agency understands that United Way funding is not guaranteed and is dependent on a number of other factors, including needs in the community, availability of funds- A surplus in a United Way funded program in any year must be returned to United Way and may not be used to establish or contribute to an agency's reserves.- Any request to carry a surplus forward to the next year will be reviewed on a case-by-case basis- Agency provides regular quarterly and accurate reporting and statistics; funding may be held back if these are not received in a timely fashion
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