



**United Way**  
Saint John, Kings  
& Charlotte

## Letter of Intent Application Guide 2019

WE ARE HERE TO HELP. A primary role for the United Way Saint John, Kings, Charlotte is to help strengthen the community sector. Whether or not you receive funding, the United Way is here to help community organizations. Please reach out to us for assistance with governance, leadership development, strategic planning, outcomes measurement, or other needs you might have. If we cannot help you ourselves, we will try to help you find the help you need.

### **A few things to know about our process before you get started:**

- Our staff are available and keen to help you with your application. In fact, we love helping you submit the best possible proposal. Please contact us to discuss your ideas; Wendy for concept, Alexya or Gina for technical questions. It is common for staff to provide feedback on applications (time permitting). We know it's easier said than done, but the earlier you begin your submission, the more the ideas have a chance to percolate and the more time you have to get helpful feedback.
- The entire process (each phase, including contracting and reporting) is completed online. All of your past funding requests remain in your account so you can refer to them at any time.
- We are interested in supporting the REAL need of an organization to help deliver outcomes and greater impact in community. This means you do not need to repackage or rename a really effective project or propose a project when you really need support with operating funding. This also means we understand how difficult it is to find funding for the caliber of leader it takes to run a really effective charity. These types of strategic investments appeal to us!
- Funding applications are reviewed by a team of 10-12 volunteers, selected for their expertise. The volunteers spend on average 50 hours reviewing applications and the committee deliberates for 15 hours to prepare recommendations for the United Way Board of Directors. They take their jobs very seriously and give each application significant time and consideration.
- Successful applicants work with the Executive Director to set annual outcomes and targets and to conduct our Capacity Building Survey. Progress on outcomes is reported twice per year. The Capacity Building Survey is an in-depth review of all areas of your organization. We use the results to better understand your organization and to identify learning and training needs that could benefit multiple organizations.
- We offer supports to help strengthen charities in addition to funding operations and projects. These supports are available whether or not your charity receives direct funding.
- 75-80% of our grants are multiyear commitments. Our review process determines the number of years we will grant. We assume most applicants would prefer multi year funding

## How to Apply

Application for funding from the United Way Saint John, Kings Charlotte is a 3 phased process. Before you submit your application, we **strongly** suggest you reach out to United Way staff AND review this application guide to help you develop your proposal.

## Letter of Intent Overview – Opens May 1st

The first phase is a brief letter of intent and is open to any charity or qualified donee in Kings, Charlotte, or St John Counties (Greater Saint John). <https://agency.e-cimpact.com/login.aspx?org=147855>

Please refer to the eCImpact Applicant manual for detailed instructions on how to use eCImpact.

The objective of the Letter of Intent is to:

- introduce the issue you are seeking to address/solve in the community
- explain the rationale for your proposed solution
- describe how the funding would be used
- ensure proper governance and accountability is present within the organization.

See appendix A & B for two LOI examples.

## Filling Out ‘The Need’ Section

Reviewers look for a clearly presented case of the community problem. Pay close attention to backing up your statements with evidence, fact, statistics. Help the reviewers understand the social problem you are trying to address:

Question to Consider	Sample Response
<b>How do you know it is an issue?</b>	Greater SJ has the highest violence rates against girls under 12 in Canada from Stats Canada and NB 2 <sup>nd</sup> highest DV rates of provinces.
<b>Is the issue becoming worse or changing in some way</b>	As with many types of abuse, increased awareness usually results in increased reporting. Despite higher rates of reporting, convictions and homicide by intimate partner remains stable. As an organization we have had a hard time growing our supports and measuring the impact of our programs.
<b>How many people are directly affected by this issue?</b>	80% of calls to SJ police are for domestic violence, this is 356 calls per year. This is a significant underrepresentation as we believe the majority of domestic violence never reaches the attention of police.
<b>What are the implications if this problem can be addressed?</b>	Violence is cyclical; children who grow up in abuse are 5-8 times more likely to be abusive or abused as adults. If the cycle can be broken, and we believe it can by the proposed, we can prevent future abuse and the negative economic and social outcomes associated (long term dependence on social assistance, mental health, addictions.)
<b>How do you know this issue can be resolved?</b>	A jurisdictional scan of other areas in the world revealed approaches we are not taking in our region that have demonstrated reduction in family violence. They have shown us that violence rates can decrease. We have also worked with other domestic violence organizations and have found they are following up with clients 2 years after they leave the program and therefore, have a better understanding of the long-term effect of their program. If they can do this, so can we!

## Filling Out 'The Solution' Section

When presenting your **solution**, consider whether your solution directly addresses the issue/need you described. Will your proposed solution make a significant impact? If you are proposing a program, is the proposed intervention often or for long enough to have lasting effect on their lives. For example, many evaluations have shown that programs that are delivered less than 4 hours per week are not enough to change behaviours. Consider whether what you are proposing is for a client group who already receives a lot of services. For example, there are MANY after school and summer camp programs for children in focus neighbourhoods offered by MANY different organizations.

## Applying for Operating Funds: Special Considerations

**The Need:** As presented with the questions above, when you are applying for **operating funding**, consider the needs of your organization's primary client group and who you serve. Even if the problem you are trying to solve with the proposal is to focus your Executive Director's time on strategy and new partnership development rather than fundraising, your clients and their issues need to be central to the application. The 'Impact of Funding' question is where you need to speak to how the funds will be used. When you are applying for funding for a specific project, consider the needs for the clients of this program.

**The Solution:** If you are applying for operating funding, speak to the organization's theory of change, <https://www.facebook.com/TamarackInstitute/posts/10151695320124464>. Essentially, a theory of change is the articulation of your organization's ingredients in making the changes in lives and community that fulfill your mission. What evidence supports the essential ingredients of your organization. In other words, how do you know what you do works?

## Filling Out 'The Impact of Funding' Section

This question asks how the funds will be used, at a high level. What do you need United Way funding for? Here are a few examples:

- Double the reach of our program;
- Offset time spent by our staff on fundraising and financial administration to develop new partnerships and create a scale plan;
- New staff person to implement this new program;
- We have secured funding for the essential programs we offer, but cannot find funding for 30% of our Executive Director's salary.

Please consider programs or activities you could let go of to make room for this new work. Too often we keep adding new programs, services, and activities and do not stop to take stock and consider what we should let go. There will be specific questions about this in the full application.

\*\*\* If your organization has a significant reserve of funds (six months or more of operating budget) please call Wendy 658-1214 to discuss. United Way funding is intended to be used to address issues we face in community. Organizations who have large reserves and do not have plans for these funds may be less likely to be successful in our review process.

## Budget

You do not need to provide a budget at this time. This provides the committee a general sense of the aggregate funds requested. If you develop a full application, this requested amount can be adjusted.

## Deadline

The deadline for the letter of Intent is June 21, 2018 at 5pm. All applicants will be notified in August if they are to proceed to the full Application. We are only able to invite approximately half the applicants to the next phase.



**United Way**  
Serving Saint John,  
Kings and Charlotte

## Funding Principles

*Organizations seeking United Way support are required to indicate how their funding request will demonstrate the following principles:*

**Know our community:** The funding request builds on community assets – knowledge, abilities, diversity – and is based upon an organization’s in-depth understanding of what our community cares about.

**Capacity building:** The funding request strengthens the organization’s capacity to be resilient and healthy so it can effectively respond to challenges and opportunities.

**Measurable difference:** The funding request makes immediate and long-term, positive and measurable difference in our community in one or more of United Way’s priority areas.

**Flexibility and innovation:** The funding request exhibits an innovative and flexible approach in addressing community needs and United Way priorities.

**Collaboration and partnership:** The funding request employs collaborative efforts and optimizes partnerships to support its clients and strengthen our community.

## Appendix A- Sample Letter of Intent From an Invented Charity

### Invented Charity - Something special

#### Proposal

**Program Name** Something special

#### Funding Request

**Amount Requested** 30,000.00

**Organization's total annual operating budget:** 300,000.00

**Requested Percent of Operating Budget** 10

#### United Way Focus Areas

**Which of United Way community investment priorities does your funding request align with?** From Poverty to Possibility

#### Regional Community Priorities

**Greater Saint John: Closing education achievement gap**

**Greater Saint John: Education and training leads to employment for low income residents**

**Greater Saint John: Improve health of residents through neighbourhood based models of care**

**Greater Saint John: Transform Low income neighbourhoods into Vibrant Mixed income neighbourhoods**

**Greater Saint John: Other**

**Charlotte County: Increase access to affordable transportation options for low-income families**

**Charlotte County: Increase access to safe, affordable housing for low-income families**

**Charlotte County: Increase access to learning opportunities that reduce the likelihood of our children, youth and adults living in poverty**

- Charlotte County: Other
- Sussex and Area: Parenting supports
- Sussex and Area: Increase access to affordable transportation options for low-income families
- Sussex and Area: Information for families and programs
- Sussex and Area: Other

**If 'Other' is selected for Greater Saint John, Charlotte County or Sussex and Area, please explain.**

**Briefly describe how your funding request contributes to the selected priority(s) listed above.**

We are members of the Living SJ, achievement gap collective impact team. We identified that children who do not get enough sun lack of Vitamin D which is associated with brain development. Increasing access to sun is a priority action of the team.

**Identification of Need: Describe the need your funding request is intended to address.**

Saint John has approximately 200 sunny days per year. Each 30 minutes of sunshine provides equivalent of 1mg of Vitamin D. Children 0-6 require 200 mg per year for healthy brain development. In other words, children require at least 30 minutes a day of sunshine. National Wellness Charity reports that children 0-2 are spending about an hour in sunlight a week, a quarter of the required amount. Children 2-6 are spending 2 hours a week in sunlight, less than half the required amount. 50% of children (approximately 1000 children) throughout the region are not arriving to school ready to learn (NOSE-DA survey). With increased sunlight we can improve early childhood brain development and thus educational achievement. Our coalition of health professionals, early interventionists, recreation providers and concerned parents have access to children, the medical knowledge and commitment required to address this issue.

**Response to Need: How do you propose to address the above stated need.**

We will host weekly 2 hour outdoor activities in 5 communities in the region in partnership with local municipalities for young children. We will offer sponsored sunlight lamps to settings where young children spend time (doctor's offices, day cares, malls, pools). We will provide education and tips to early childhood education centres, nurses, and families on fun outdoor activities for small children. We will hold monthly draws for day cares and parents who reach target of 30 minutes per day in the sun, through our interactive Facebook page.

**Impact of Funding**

We have secured sponsorship for sunlights and draw prizes and the right partners. We require the equivalent of 15 hours per week to implement and monitor the program. We gifts in kind of space etc but have not been able to source funding for paid staff. We hope to create a product a sippy cup that serves as a mini sunlight as a social enterprise. If this prototype is successful, we hope sales, in 2 years could offset costs of running this program.

## Appendix B: Real life Letter of Intent from 2017

### Family Plus Life Solutions - Subsidized Counselling program Proposal

**Program Name** Subsidized Counselling program

#### Funding Request

**Amount Requested** 95,000.00

**Organization's total annual operating budget:** 1,800,000.00

**Requested Percent of Operating Budget** 5.28

#### United Way Focus Areas

**Which of United Way community investment priorities does your funding request align with?** Strong Communities

#### Regional Community Priorities

Greater Saint John: Closing education achievement gap

Greater Saint John: Education and training leads to employment for low income residents

Greater Saint John: Improve health of residents through neighbourhood based models of care

Greater Saint John: Transform Low income neighbourhoods into Vibrant Mixed income neighbourhoods

Greater Saint John: Other

Charlotte County: Increase access to affordable transportation options for low-income families

Charlotte County: Increase access to safe, affordable housing for low-income families

Charlotte County: Increase access to learning opportunities that reduce the likelihood of our children, youth and adults living in poverty



- Charlotte County: Other
- Sussex and Area: Parenting supports
- Sussex and Area: Increase access to affordable transportation options for low-income families
- Sussex and Area: Information for families and programs
- Sussex and Area: Other

**If 'Other' is selected for Greater Saint John, Charlotte County or Sussex and Area, please explain.**

Providing all of citizens of Greater Saint John, Charlotte County, and Sussex. with access to Therapeutic programs and services and therefore as a result are developing confident individuals and strong families who will be able to actively participant in employment, training and educational programs.

**Briefly describe how your funding request contributes to the selected priority(s) listed above.**

Building resilience is essential to all of the priorities and having good mental health. Providing people with access to evidence based therapeutic interventions will assist low income individuals with coping skills required to build resilience and strengthen all priorities. People who are healed mentally can engage and are more focused on progressing into positive life styles and role models.

**Identification of Need: Describe the need your funding request is intended to address.**

Living SJ has a vision for our community to end generational poverty and improve our economic future. A disproportionate percentage of people who suffer mental illness live below the poverty line. Two theories exist related to poverty and mental health. One theory suggest that conditions of poverty increase the risk of mental illness (social causal). The other theory suggest than people with mental illness are at an increased risk of poverty or remaining in poverty (social selection). Regardless of which theory you subscribe to researchers agree that there is a reciprocal relationship between poverty and mental health. In addition, children who come from low socioeconomic households are exposed to higher levels of family violence, disruption, separation, and face harsher disciplinary strategies than middle –income children. To end generational poverty, it is imperative to address physical, mental and spiritual wellbeing of an individual and their family.

Programs primarily aimed at alleviating poverty had varied outcomes but generally are not markedly successful in decreasing the mental health problems of a targeted populations. There is a clear trend showing mental health interventions are associated with improved economic outcomes. Access to professional therapy, evidence based programs and services is a critical building block to building personal resilience that will provide the coping skills necessary to drive personal success. We know that individuals with lower socioeconomic status will wait longer for publically funded care than those with higher economic status . There is limited opportunity to access our public system. Until such time there is a major shift in the access to our public system there is a need for alternative resources to mental health supports.

**Response to Need: How do you propose to address the above stated need.**

Targeting 400 low income individuals, we will invoke a variety of strategies which include CBT, IP, parenting coaching and other individualized treatment options rooted in an evidence of success. The first step in healing children exposed to trauma/chronic stress is two-generational work which treats the parent and child as a single unit to be engaged, educated and empowered. The most effective ways is Trauma Informed Therapy where parents address their own traumatic histories so they can establish healthy



attachment to their children and break the intergenerational cycle of trauma. Unlike other MH agencies we have varied specialities which includes a multidisciplinary team of 20 Master Level Therapists, 30 Support Workers, 2 Psychologists and 4 visiting psychiatrists who work together seeking advice and offering alternative approaches to some of the most complex problems. As reported in our 2016 United Way final report, 75% of the 425 individuals who accessed our subsidy program achieved a positive outcome. This therefore illustrates, that if the financial barrier is removed, people will have the skills necessary to maintain positive mental health for themselves and their family.

The Paving the Way project is working on systemic issues by creating a better coordinated mental health system that will enable more appropriate and timely access to services. Our current priorities are focused on developing a single point of entry for clients to access services which will include a comprehensive inventory of programs and services and common risk criteria for clients to enable a more appropriate triaging on intake.

We will work with specific organizations that provide programs to alleviate poverty to provide a more streamlined approach for their clients to access mental health services in tandem with their program. We will also help build their internal skills to provide their clientele with the best possible advice to overcome obstacles.

### **Impact of Funding**

Citizens of our communities will have access to professional therapy services to help them heal and better prepare them to expect and engage in supports that help them out of poverty. The population we serve will have a seamless experience in accessing appropriate mental health services.

The policies and legislation of the provincial government would reflect the mental health needs of our community.