

Environment

Governance
& Planning

Social

Economic

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Interconnections

Sustaining Saskatchewan's Future

Productive Winter Activity: Finding Funding

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Welcome to Interconnections! To say Saskatchewan weather is unpredictable is an understatement. This past month has been a roller coaster of record setting temperatures, both high and low. Perhaps most amazing is the 50 degree range of temperature in Maple Creek over just two weeks! The town went from sandals and sun tan lotion to long underwear and 3 minute frostbite in less time than it takes milk to expire. The weather in Saskatchewan is at times erratic, but there is one constant about winters here; the cold will come. There's no point in dwelling because cold will come and it is a defining feature of our culture. We can be proud that we on the prairies carry on business as usual year after year in spite of sub-arctic temperatures; however there is no shame in hibernating when you can.

As long as you're hibernating, why not start thinking about how to fund that next project or plan.

You're in luck; this issue of Interconnections is dedicated to finding sustainable funding and useful tips on how to write great grant proposals. Finding sustainable funding is about thinking outside the box to discover the opportunities that are often right under your nose. Grant writing also takes creative thinking, but more than anything it takes focus and diligence. Often grants are thought of as a lottery; you put your bid in and hope it gets picked. A more useful analogy may be a job interview; the more you prepare, research and hone your skills the better chance you will have. There is no magic bullet to finding funding, it takes hard work and ingenuity, but MCDP is here to help. Please check out our website and discussion forum at www.municipalcapacity.com.

A rich man is
nothing but a
poor man
with money.

W.C. Fields

To Do List

1. *Take down Christmas tree*
2. *Clear Out Basement*
3. *Shovel Snow Off the Roof*
4. *Write Grant Application*
5. *Book Vacation Somewhere Hot*

Sask Parks and Recreation Association: More than Just Fun in the Sun

Recreation is an elemental part of building municipal capacity. As such, the SPRA is a non-profit member organization dedicated to enhancing the quality of life in the province. Parks and recreation are a vital part of community development. SPRA recognizes the role recreation plays in building healthy, active Saskatchewan communities through provision of:

- [Funding opportunities](#) to support provincial, regional and local recreational organizations
- [Access to free resources](#) relating to community development, grant and fundraising and advocacy
- [Training](#) to ensure communities have safe, quality recreation leaders and facilities

FUNDING SPOTLIGHT

**Member's Initiative Grant - <http://www.spra.sk.ca/funding>
Application deadline: March 1, 2012**

The 2012 grant will fund *Leadership Development* opportunities that will build effective leadership skills in all levels of recreation service delivery. Through this program, SPRA is developing community capacity by facilitating leadership opportunities to ensure recreation leaders are available to deliver quality recreational programs. Active Members of the SPRA will have the opportunity to apply for up to a maximum of \$3,000 per training session.

Eligible expenditures are divided into three (3) categories:

1. Organization specific activities which focus on Board development – Board Governance Workshops, Strategic Planning Workshops, and policy development seminars
2. Volunteer or Community Capacity Building Training - Play Leadership, Pilates or yoga delivery training, Playground safety workshops, Fitness Leadership, Take the Lead training, and HIGH FIVE®
3. Direct Delivery training - Program coordination and delivery education, Facility maintenance and management workshops, Park maintenance and management workshops and Lifeguard certification and arena and pool operator courses.

[Click here](#) to access the detailed application form.



Saskatchewan
Parks and Recreation
Association
Recreation
An investment for life



Steps and Secrets to Successful Grant and Proposal Writing

Tanya Doucette, The Municipal Capacity Development Program

*There are numerous grants out there for all kinds of projects - and even more organizations competing for them! **How can a community be successful in receiving financial support for a project in such a competitive environment? Here's how!***

Prepare ahead of time for funding opportunities:

1. Have a plan in place

The competitive funding environment has created an impulse to apply for any new grant program that is released whether you have a project or not. It is great to capitalize on every funding opportunity available; however your efforts can be fruitless if you don't have a plan of action in place before the funding program was released. In the same breath, if you have an immediate project that requires funding, the grant program you require may no longer be accepting applications.

The best preparation for good work tomorrow is to do good work today.

Elbert Hubbard

To optimize your chances of finding funding for a project or applying for new programs that become available, it's ideal to have a plan of action in place. A community action plan or a strategic plan provides a detailed outline or vision for your community, goals/objectives to help you resolve your issues and opportunities and the plan of action to achieve your goals.

Once you see the overall picture, you may find funding programs that fit different pieces of an overall project. It may also provide the long term sustainable linkages a funding organization could be looking for.

2. Create a basic outline of a project proposal

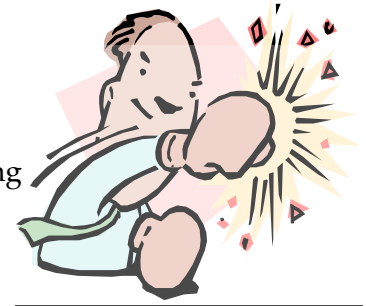
Once you have an overall plan in place, you can create a basic outline for the projects outlined in that plan. If you determine many of the details required for each of your projects before a funding program becomes available, you will be able to save time and effort when applying.

The project proposal can include:

- an understanding of the problem that has occurred;
- how your project is the solution to the problem over other projects;
- Timeline and activity details to complete the project;
- How you will measure your success; and
- The cost breakdown along with other potential funding to cover the cost.

Look at your project proposal for funding in the same way you would look at a proposal from a consulting firm who is applying to complete a project for you. You pick the best, most complete proposal to complete the objectives of your project; in the same sense, a funding organization funds the best project proposals that meet the objectives of their grant program. ♦

KaPOW! (or How to Make Your Grant Proposal Pack a Punch)



1. **Borrow the lingo!** Review the objectives of the funding program for key words that connect to your project's relevancy.
2. **Use your time wisely!** Review the details of the funding including deadlines, contact information, pre-requisites, rating criteria and reporting before you start.
3. **Put your money in a pile!** Find out if the funder allows you to "stack" grants to pay for the project. (Stacking refers to applying or having more than one grant pay for a specific project).
4. **It's not cheating!** Request successful applications from previous years, if applicable.
5. **Don't re-invent the wheel!** Fill in the application using the project proposal plan as a guide.
6. **Get clarification!** Ask questions if you do not understand components of the application.
7. **The early-bird catches the worm!** Fully complete the application and submit before the funding deadline.
8. **Take another look!** Have someone review your draft application and proposal for mistakes and clarity.
9. **Don't abbreviate!** The funder may not understand your acronyms.
10. **Spread the love!** Partner with other communities or organizations for the project. It reduces risk, can save costs, and demonstrates the potential for greater impact.
11. **Track your applications!** Keep copies of completed applications, track deadlines and feedback, and be prepared for next year.
12. **Follow up!** If your application isn't successful, contact the funding organizations to learn what you could have done.

In The Know

For more great advice, or to hold a Preparing Grant and Proposal Writing Workshop in your region, please visit our website at www.municipalcapacity.ca or contact us at info@municipalcapacity.ca.

Quick Tip!

If you have difficulty finding funding to cover the cost of a large project, consider breaking the project into components. For example, you may be able to find one grant program to cover the cost of a feasibility study, while another program may cover the construction.

Q's & A's

An interview with the Federation of Canadian Municipalities (FCM) re: The Green Municipal Fund (GMF)

MCDP contacted the Applications Manager at the Green Municipal Fund offices to inquire about their grant applications. The GMF funds the very best examples of municipal leadership and innovation by supporting plans, studies, field tests, and capital projects that result in significant environmental impact and have the potential to be replicated in other communities.



Q: What can communities do to better their chances of being funded?

A: *First, it is useful to investigate GMF funding opportunities while communities are preparing the work plan for their initiatives. Planning ahead allows communities to adjust the scope of their initiatives in order to achieve a better fit with the GMF program, such as ensuring that a feasibility study includes a thorough analysis of the environmental, social and economic impacts, or that a capital project will meet the minimum GMF environmental criteria.*

Several documents are required in support of funding applications. Applicants should be aware of these documents at an early stage to allow sufficient time to collect the necessary prerequisites and avoid delays once the application is submitted. Lists of prerequisites, which vary depending on the initiative type, are available at <http://www.fcm.ca/home/programs/green-municipal-fund/what-we-fund.htm>

Finally, it is essential to prepare strong answers to all the questions in the application form. Applicants should seek assistance from a variety of resources to enhance answers that may relate to specific fields of expertise. To best manage the high demand for GMF funding, capital project applications in the energy, transportation, waste and water sectors are now subject to a competitive selection process, ensuring that only the best projects get funded. Applicants should consult the Project Scorecard, which is used by the peer reviewers to assess capital project applications, in order to ensure that their application and supporting documents effectively address each of the items that will be evaluated. The Project Scorecard is available at http://www.fcm.ca/Documents/forms/GMF/ProjectScorecard_EN.pdf.

Q: What are some of the common mistakes made when applying for Green Municipal Funding or what should be avoided?

A: *One common mistake is submitting the application prior to determining the eligibility of the applicant and/or the initiative. Applicants should complete the Eligibility Questionnaire to help them confirm their eligibility, which is available at http://www.fcm.ca/Documents/forms/GMF/EligibilityQuestionnaire_EN.pdf. We also encourage applicants to contact us prior to preparing an application to obtain guidance regarding eligibility. See our website for current contact information. A second common mistake is requesting funding for tasks that have already been completed. Costs become eligible only as of the date that we receive the complete application.*

Did you know?

Over the last ten years GMF has funded 29 projects in Saskatchewan communities.

How to Fund Inter-municipal Projects

Tanya Doucette, Municipal Capacity Development Program

In recent years, municipalities have begun to notice the advantages of working with surrounding communities; shared services that could not be obtained alone, shared knowledge and especially shared costs. The cost of infrastructure, human resources and services can be more than a single municipality can handle.

When individual communities have a common issue that needs to be resolved or a shared opportunity, they can resolve the issue together and share the cost too. For example, five municipalities in a region are in need of new lagoon. None of the municipalities have the funds necessary to build a lagoon on their own. If all five municipalities worked together, they would all have access to a new lagoon that meets their capacity and share the cost five ways.

Determining a source of funding to develop, operate or upgrade inter-municipal projects can be a difficult task. Below are just some of the ways to innovatively alleviate the costs involved with a project.

Sharing the cost. Municipalities can choose to share the costs in ways that works best for the players involved. These could include dividing the cost evenly among the municipalities; percentage based on population; or percentage based on per capita.

Grant Programs. Grant programs can be seen a source of funding that can supplement costly projects undertaken by inter-municipal groups. Funding organizations look favorably at inter-municipal projects; the risks associated with the project are not only lowered but the grant money can go farther to benefit more municipalities.

Recoup the cost from the users. The municipalities may not always be expected to pay all the costs of a new infrastructure or service. For example, servicing agreements or road maintenance agreements will allow developers or road users to share in the cost of upgrades or developments; Administration, planning and advertising costs for developments can be covered by permit fees; and infrastructure upgrades can be shared by the end user through frontage costs or even service fees.

These are just some of the ways to cover the costs of building sustainability on an inter-municipal basis. Inter-municipal groups must choose a way that works best for them and be willing to think innovatively about the source of funding.

For more information on how to build inter-municipal partnerships and projects, please visit the MCDP website at www.municipalcapacity.ca or email us at info@municipalcapacity.ca. For more information on how to manage the cost of some municipal services visit the Ministry of Municipal Affairs website at www.municipal.gov.sk.ca.

Getting the Grant: Two Inter-municipal Groups Spill the Beans

The Municipal Capacity Development Program



MCDP caught up with two busy inter-municipal groups to learn more about making successful grant applications. Ms. Carrie Clausen, Economic Development Officer (Apprentice) from the Val Marie Economic Development Committee, and Mr. Murray Raush, Chairperson of the North of Divide Community Association (NODCA), share their experiences.

MCDP: What kinds of funding has your organization received?

CC: *Currently the Val Marie Economic Development Committee is working on our Town Square which was a project selected by the committee to improve the aesthetics of the community and enhance community morale. We wanted to provide local people and tourists with a family-oriented space to enjoy for gatherings and special events. The Val Marie Economic Development Committee has received funding from Community Futures Southwest for \$3,000 to be used to develop the space with picnic tables, benches, a swing, an entry way, and a flower garden. Shaunavon Credit Union was also very supportive of our Town Square project and gave us a matching grant of \$2,000 that we will be using to lay gravel in our Town Square. Our grant from Saskatchewan Lotteries and SaskCulture Inc. was for \$3,525 and allowed us to hire a project coordinator to plan and develop our Town Square and cover the cost of the meeting rooms, and advertising. Recently our community received the Community Initiatives Fund for a matching grant of \$50,000 to help us with upgrades to our skating and curling rink. We received a grant from Saskatchewan Economic Development Association funded by Enterprise Saskatchewan in November 2011 for \$20,000 to create my position for an Apprenticeship Economic Development Officer. This grant has helped us in reaching our goals for projects outlined in our Community Action Plan to help us build a sustainable community.*

MR: *The North of Divide Community Association has successfully acquired funding from three sources. Under the federal and provincial governments' initiative, Planning for Growth, we received \$75,000. This grant supports our regional planning project in conjunction with the support from each of our eight municipal members. It has enabled our municipalities to commission the services of a professional community planning firm in a cost-effective, efficient format. We have also received \$25,000 through the Ministry of Advanced Education, Employment & Immigration to establish an administrative position with a focus on development and employment potential in the area. It has allowed our group to concentrate on assessing the region's seasonal recreational developments to determine future development plans and to compile a database of contractors and service providers within the region. Beaver River Community Futures Corporation provided \$20,000*

Continued on page 9...

Getting the Grant con't...

which helps support municipal leadership initiatives, facilitating the establishment of the goals and objectives of the North Of Divide. We also have other funding applications on the go to other funding agencies to maintain the momentum of our new and ongoing projects.

MCDP: What work did you do as a group prior to applying for funding? What assistance did you have?

CC: Our first step was to come up with a plan. Since we were a new committee to the community we worked with Community Futures Southwest and the Municipal Capacity Development Program to develop a Community Action Plan, a Memorandum of Understanding identifying our key partners and stakeholders, a communications strategy so the community was kept informed as to the steps we were taking, and a Socio-Economic Profile which helps us with grant applications and community asset mapping.

MR: The Municipal Capacity Development Program was there at the beginning to help our municipalities come together and develop our partnership. They assisted our organization with establishing a Memorandum of Understanding and other key documents required for funding applications, such as a Community Action Plan and Socio-economic Profile. We also found great support in their criteria for assessing community planning consultant applications.

MCDP: How has working inter-municipally benefitted your funding opportunities and eligibility?

CC: It has benefited us greatly! Most funders now want to see some kind of partnership between municipalities. By developing these partnerships and signing a Memorandum of Understanding we have shown that we are committed to working together so that more than one community can benefit from the grant.

MR: Inter-municipal cooperation and collaboration were prerequisites to the application for the Planning for Growth funding. Through the establishment of a working relationship among partner municipalities, we were able to engage in a process of community planning renewal that is cost efficient, affordable, and we believe achievable for all participants. The North of Divide presents a "united regional front" when communicating with our potential funding providers. Funding providers, in turn, have the assurance that the funding support will be distributed throughout the region and applied to projects that have been identified as priorities by the partner municipalities. Since its inception in 2010, North of Divide has provided the regional venue through which our municipalities can share our successes and address our challenges. We are constantly looking for ways and means to provide key services in the most cost effective manner possible.

Continued on page 10...



GETTING THE GRANT: 11 Tips from the Trenches

1. Do your homework! Get the funders application form and check their criteria to see if your project meets their requirements.
2. Always contact the funder to check and see what they would like to see on the application. When sending it in, make reference to the person you talked to.
3. Always include a cover letter
4. Fill out every question.
5. Attach letters of support.
6. Be sure to use key words specifically mentioned in the criteria.
7. Try to get the grant in a couple weeks ahead of time.
8. If you did not receive the grant, phone the funder so you can get some feedback on how you can improve for next time!
9. After receiving funding, always acknowledge the funder by sending a thank-you note and/or phoning to thank them personally.
10. Get MCDP assistance in establishing prerequisite support documents, such as defining a group identity, goals and objectives. Access to external expertise in defining our working relationship was very effective, and removed any real or imagined perception that the process was being steered by any individual partner.
11. Invite potential funding supporters to your meetings so that they can develop a first-hand sense of your projects and priorities. ◇

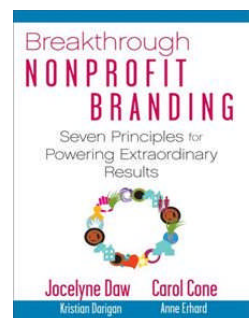
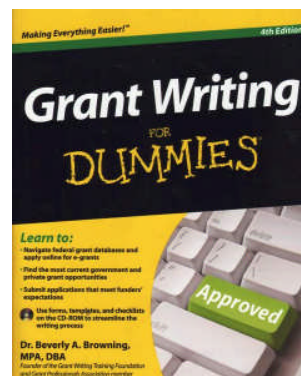
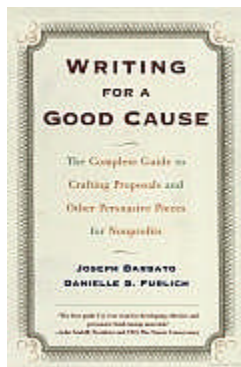
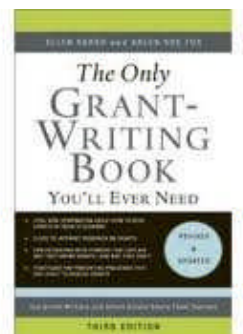
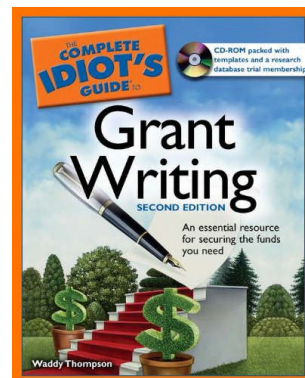
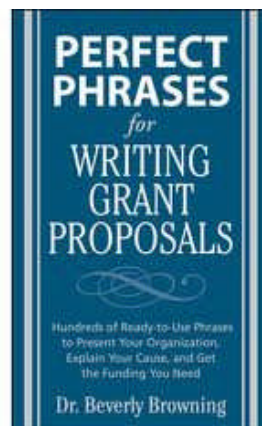
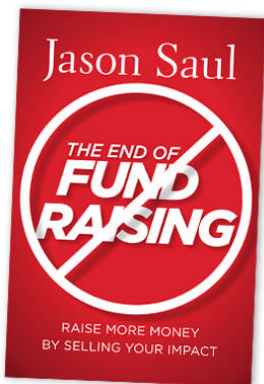
For more information on **Economic Development in Val Marie** contact the Economic Development Officer at carrieclausen@sasktel.net or visit our website at www.villageofvalmarie.ca

For more information about inter-municipal planning efforts of the **North of Divide Community Association**, visit: <http://www.northofdivide.com/index.html>.

Recommended Reads

On the Bookshelf:

- Beverly Browning (2011) *Grant Writing for Dummies*
- Waddy Thompson (2011) *The Complete Idiot's Guide to Grant Writing*
- Ellen Karsh & Arlen Sue Fox (2009) *The Only Grant-Writing Book You'll Ever Need: Top Grant Writers and Grant Givers Share Their Secrets*
- Beverley Browning (2007) *Perfect Phrases for Writing Grant Proposals (Perfect Phrases Series)*
Joseph Barbato & Danielle Furlich (2000) *Writing for a Good Cause: The Complete Guide to Crafting Proposals and Other Persuasive Pieces for Nonprofits*
- Jason Saul (2011) *The End of Fundraising: Raise More Money by Selling Your Impact*
- Jocelyne Daw & Carol Cone (2010) *Breakthrough Nonprofit Branding: Seven Principles to Power Extraordinary Results*



Grants & Funding Opportunities

Green Municipal Fund – Accepting new applications

<http://www.fcm.ca/home/programs/green-municipal-fund.htm>

Sask Parks and Recreation - Member's Initiatives Grant

<http://www.spra.sk.ca/funding>

Saskatoon Community Foundation Grant –

<http://www.saskatooncommunityfoundation.ca/granting.html>

Community Initiatives Fund – <http://www.cifsask.org/>

Sask Sports and Recreation – <http://www.sasksport.sk.ca/funding.php>

Sask Arts Board – <http://www.artsboard.sk.ca/grants/grant-programs>

Sask Culture's Capacity Building Grant –

<http://www.saskculture.sk.ca/index.php?p=Capacity%20Building%20Grant>

FCC Agrispirit Fund – http://www.fcc-fac.ca/en/aboutus/Responsibility/agrispiritfund_e.asp

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Sustainability

