



United Way

United Way

Thompson Nicola Cariboo

**Community Investment Policy and Guiding Principles
2015**

Give. Volunteer. Act.

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1.1 History, Mission and Values

Our History

United Way has a long history in Canada, beginning in 1917. Over the years we have been known by many names, among them: Community Chest, United Appeal, and Red Feather. Our national office was created in 1939 as a program division of the Canadian Welfare Council led by Charlotte Whitton, an influential feminist, municipal leader, and companion of the Order of Canada.

In recognition of the bilingual nature of Canada's culture and language, in 1976 our national office became known as United Way of Canada-Centraide Canada (UWCC). In 2011, building on our Community Impact mission to change community conditions by partnering rather than just funding, the national office introduced a new brand, enabling United Ways (UWs) across the country to speak with a unified voice and demonstrate with consistency that we stand for lasting, measureable change.

A strategic alignment in 2003 led to the adoption of our Community Impact mission nationally. As part of this process, we clarified three outcomes-based areas of focus for UWs across Canada: From Poverty to Possibility; Strong Communities; and All That Kids Can Be.

Having evolved from our roots as a fundraising organization, UWCC is a critical community convener mobilizing local and national partners - including business, labour, community leaders, government, and citizens - to create opportunities for a better life for everyone in our communities.

Not all community members have an equal opportunity to create a vibrant life. Many struggle to achieve a sustainable livelihood due to vulnerabilities that place them at risk and face barriers in accessing opportunities and support. Recognizing this, UWs chose to focus their efforts on groups in our communities that are vulnerable to a variety of social and systemic barriers.

UWs are able to use their position as funders, conveners, collaborators, researchers, and partners to help communities establish priorities for change at the local level. This local strength is leveraged by the ability to work with other UWs, both regionally and nationally, to understand and to seek solutions to these challenges.

Our Mission

“To improve lives and build community by engaging individuals and mobilizing collective action.”

This Community Impact mission is about achieving meaningful, long-term improvements to quality of life in Canadian communities, by addressing not just the symptoms of problems but also getting to root causes. UWCC inspires people to come together to make a lasting difference in our communities. UWCCs achieve sustainable positive community change by engaging, inspiring, and mobilizing the community's capacity to give, volunteer, and act.

Our Values

- Demonstrate trust, integrity, respect, inclusivity, and transparency.
- Energize and inspire volunteerism and volunteer leadership.
- Endorse innovation, partnerships, and collective action.
- Provide non-partisanship leadership.
- Embrace diversity.

Improving lives and building communities
 United Way Centraide Canada Business Plan 2015: Supporting Local Success
 In alignment with 10-Year Strategic Directions and 5-Year Strategic Plan



Improving lives and building communities
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<p>Introduction</p> <p>UWCC focuses its resources and expertise on supporting, leading and servicing UWCs as they strive to fulfill our community impact mission. Advancing many aspects of our strategic plan will require the dedicated investment of talent and resources by both UWCC and UWCs. This collaborative leadership and investment is a fundamental component to advancing our strategic priorities and directions.</p>	<p>10-YEAR Strategic Directions</p>	<p>STRATEGIC DIRECTION #1</p> <p>We will become a more interconnected, independent, and innovative, that built on trust and that demonstrates excellence through its systems and practices.</p>	<p>STRATEGIC DIRECTION #2</p> <p>We will create a more talented, trusted leader for its depth of knowledge and ability to measure and evaluate the outcomes of our community investments.</p>	<p>STRATEGIC DIRECTION #3</p> <p>We will deliver a powerful, trusted leader for its depth of knowledge and ability to measure and evaluate the outcomes of our community investments.</p>	<p>4. UWCC STEWARDSHIP & OPERATIONS</p>
<p>THE FUTURE UWCC MOVEMENT</p> <ul style="list-style-type: none"> ✓ Bold, innovative and adaptive ✓ A more diverse team connected ✓ United in message and voice ✓ Harnessing the power of technology/ ✓ Capturing the hearts and minds of donors 	<p>5-YEAR Strategic Plan</p>	<p>Goal 10-Year: 11. Become a state-of-the-art organization that is recognized to ensure effective resourcing of our community impact mission.</p> <p>Goal 10-Year: 12. Achieve a co-created collaborative organizational model for UWCs to further enhance our ability to deliver our community impact mission.</p> <p>Goal 10-Year: 13. Adopt a talent management strategy that attracts, develops, engages, empowers and retains.</p>	<p>Goal 10-Year: 21.1. Conduct research and data evidenced based programming and evaluation as well as our base of knowledge and expertise.</p> <p>Goal 10-Year: 2.2. Established network that enable excellence in knowledge development and exchange between our members and communication.</p>	<p>Goal 10-Year: 3.1. Clear and compelling mission, vision, and our national goals and our local experiences.</p> <p>Goal 10-Year: 3.2. A consistent mission-driven "public" stakeholder experience connecting donors, volunteers, corporations, labour, academia, government, the public and individuals.</p> <p>Goal 10-Year: 3.3. Community engage that influence change through public policy and public information.</p> <p>Goal 10-Year: 3.4. Expanded network leveraging the assets and capacity of stakeholders and partners.</p>	<p>Goal 10-Year: 4.1. Mobilize and position the voice of our members and building communities.</p> <p>Goal 10-Year: 4.2. Offer leadership and service to UWC members in order to strengthen their ability to deliver on their community impact mission.</p> <p>Goal 10-Year: 4.3. Provide sound stewardship of UWCC governance.</p>
<p>THE CASE FOR CHANGE</p> <p>Trends affecting Canada</p> <ul style="list-style-type: none"> • Significant demographic shifts • Information and Big Data • Public trust in institutions is waning • Fiscal capacity is constrained <p>Trends affecting UWCs</p> <ul style="list-style-type: none"> • Stagnant growth • Weakened perception • Outdated systems or practices 	<p>1-YEAR Priorities</p> <p>UWCC "Top-10" Priorities in 2015</p>	<p>4 key strategic reviews:</p> <ol style="list-style-type: none"> 1. United Way Worldwide Membership 2. UWCC Governance 3. Reorienting the UWC Movement (Renewal/mission national collective capacity) 4. UWC Membership Accountability (Agreement, UWH) 	<p>6 major strategic initiatives:</p> <ol style="list-style-type: none"> 1. Stakeholder Engagement Improvements 2. State-of-the-Art Resources Development Renewal 3. National Communication and Marketing Strategy 	<p>4. Integrated Organizational Model:</p> <ol style="list-style-type: none"> 4. Collaborative structure 5. Business Intelligence Knowledge Management & Exchange Renewal 6. 211 National 	<p>February 2015</p>

1.3 United Way Thompson Nicola Cariboo Regional Strategic Plan

Our 2012-2015 Goals:

1. To build organizational capacity to meet the needs of a Metro 3* United Way at both governance and operational levels.
2. To ensure all investments are aligned to United Way Centraide Canada's Focus Area Frameworks.
3. To increase revenues to \$2.5 million annually.
4. To ensure constituents are engaged and recognize value in relationships with United Way.

*A Metro 3 United Way has annual revenue greater than 2 million and less than 5 million.

2.1 Guiding Principles for Community Investment

United Way Thompson Nicola Cariboo (UWTNC) partners with registered charities that deliver vital social services in our region. Our funding focus is 60% prevention and addressing root causes, and 40% intervention and increasing the quality of life for those affected by social issues.

Our goal is to create an investment process that is simple, transparent, accessible, and efficient.

Investment decisions are based on three key criteria:

- Alignment of investment to the United Way Thompson Nicola Cariboo Community Impact Plan.
- Organizational stability and success of the applicant
- Proposed outcomes and alignment with United Way Centraide Canada Focus Area Frameworks

Organizations and collaborators seeking funding must clearly demonstrate the need for the funding as well as the capacity to deliver results efficiently and with high standards of quality.

2.2 United Way Centraide Canada Focus Area Frameworks

The United Way Centraide Canada (UWCC) Focus Area Frameworks and corresponding outcomes serve to deepen our common understanding and support the development of a shared vision for our Focus Areas: *From poverty to possibility, All that kids can be, and Strong communities*. Each Focus Area Framework articulates a vision statement and the aspirational goals that we seek to advance as a United Way Movement – both locally and collectively. The outcomes for each Focus Area are the targets we are aiming to achieve for every citizen.

These Frameworks are not intended to impose or prescribe the action and strategies of all United Ways. Local action must reflect the specific priorities, assets and context of each community. However, these Frameworks are intended to represent a foundation upon which the United Way Movement can achieve the following:

- Better align our communication and marketing strategies to emphasize our social change orientation;
- Improve our donor stewardship, especially with regional and national partners, and position United Ways as a partner of choice for corporate and individual donors;
- Create a shared understanding and vision for each focus area;
- Deepen our capacity as United Ways to advance the Community Impact mission collaboratively as a Movement and with external partners.

2.3 United Way Centraide Canada Focus Area Outcomes

From poverty to possibility:

- Individuals and families have:
 - ✓ access to emergency shelter
 - ✓ access to safe, affordable housing
 - ✓ the resources and supports to maintain safe and stable housing
 - ✓ access to affordable, nutritious and appropriate food
 - ✓ decreased stress and life disruptions due to food insecurity
 - ✓ family-sustaining, meaningful employment
 - ✓ financial stability and manageable expenses

All that kids can be:

- Children and youth:
 - ✓ are ready to learn
 - ✓ do well in school
 - ✓ care about and get along with others
 - ✓ get involved
 - ✓ believe in themselves
 - ✓ can better handle life's challenges
 - ✓ make healthy choices
- Youth:
 - ✓ take responsibility and lead
 - ✓ make a healthy transition into adulthood

Strong communities:

- Individuals and families:
 - ✓ are connected to and able to access services and supports that they need
 - ✓ create and maintain supportive relationships and connections
 - ✓ feel a sense of belongingness and inclusion in their community
 - ✓ get involved in their community by volunteering or participating in programming and events
 - ✓ act to positively influence their community
 - ✓ are able to live independently and make healthy choices that reduce risk or harm and prevent crisis
 - ✓ have positive mental health and are better able to handle life's challenges
- Neighbourhoods and homes are safer for individuals and families, especially victims of violence and abuse
- Community services work together to help individuals and families better navigate support systems

2.4 Community Impact Policy

United Way Thompson Nicola Cariboo (UWTNC) is committed to the regular review of its funding priorities and adjusts investment strategies to reflect the changing needs of each of our communities. In collaboration with local partners, UWTNC is committed to addressing current and emerging social issues based on research, statistical data, community consultation, and available resources.

Our current Community Impact Plan is available on our investment website: www.investingincommunity.ca

2.5 Eligibility Policy for Community Investment

All applicants **must**:

- Conform to Canada Revenue Agency policies and regulations
- Clearly demonstrate how their application will meet United Way Centraide Canada National Focus Area outcomes and the United Way Thompson Nicola Cariboo (UWTNC) Community Impact Plan
- Provide a service that is not a duplication of an existing service, unless the need for more capacity can be demonstrated through a needs assessment or relevant local research
- Submit with their application:
 - A current strategic plan;
 - Externally-prepared financial statements including balance sheet & income statement;
 - Audited financial statements if the organization's budget exceeds \$250,000, or its funding request exceeds \$10,000;
 - An evaluation plan for demonstrating the impact of the outcomes stated in the application; and
 - The organization's most recent income tax return.
- Operate within the constraints of its Board of Directors' approved annual operating budget
- Be able to demonstrate need for funding through an organizational assessment, research, environmental scan or review of community services available to the demographic served

UWTNC **does not** invest in:

- Individuals, for-profit organizations or ventures
- Organizations where the service is conditional upon participation in religious activities
- Organizations of political affiliation or supporting political activities
- Deficit financing
- Activities outside the Thompson Nicola Cariboo region
- Organizations that use a third party for their registered charity number
- Organizations whose activities potentially or actually compromise or harm the reputation or the work of the UWTNC

All applicants must be one of the following:

- Registered charity including national arts, service or amateur athletic association;
- Registered housing corporation resident exclusively providing low-cost housing for the aged;
- Registered municipal or public body performing a governmental function in Canada;
- Accredited University outside Canada, whose student body ordinarily includes Canadians;
- Registered charitable organization outside Canada funded by the Federal Government;
- Federal Government, Provincial, Territorial or municipal Government; and,
- The United Nations and its agencies.

Registered Charity

- A registered charity is defined as a charitable organization, public foundation or a private foundation that is registered with the Canada Revenue Agency. A registered charity is issued a Registration Number by the CRA once it is approved. It is exempt from paying income tax, and can issue tax receipts for donations it receives. It must be established in resident in Canada, operate for charitable purposes and to devote its resources to charitable activities.

3.1 Community Fund

When individuals or businesses donate to United Way Thompson Nicola Cariboo (UWTNC), their money goes into the Community Fund - a pool of donations that draws on the combined generosity of donors to strengthen individuals, families and communities by supporting programs and services that improve peoples' lives.

[Note – a relatively small amount of the funds raised by the UWTNC are designated to specific organizations and do not go into the Community Fund.]

The Community Fund helps in the short-term by meeting immediate needs - helping individuals when they are in crisis or need services and support quickly - and in the long-term by addressing the root causes of social problems through a systematic approach that works to change systems and impact the whole community.

UWTNC raises funds throughout the Thompson Nicola Cariboo region and the dollars raised in a community remain and are invested there. To achieve this we have established 5 Community Funds in the areas and the communities we serve:

- Kamloops Community Fund
- Merritt Community Fund
- Ashcroft, Logan Lake and Cache Creek Community Fund
- North Thompson Community Fund
- Cariboo Community Fund

Each Community Fund has a Community Impact Council comprised of local leaders and donors who have local knowledge required to effectively invest dollars raised in their community.

3.2 Capital Grants

One-time grants for community projects that fit within United Way's Community Investment Criteria, fill a gap within the community and are expected to achieve significant impacts. The maximum grant is \$10,000.

This category includes, but is not limited to:

- Large-scale community capital projects where partners and stakeholders are contributing resources for the benefit of many.
- Software to enable the organization, service, or program to thrive and be more efficient, effective, and better serve its clients.
- Equipment to enable an organization, service, or program to begin, continue, thrive, or expand.

3.3 Youth Initiative Grants

Youth Initiative Grants were created to support community-based projects developed by youth (up to 25 years of age) to benefit local youth in the Thompson Nicola Cariboo region and align with at least one United Way Centraide Canada National Focus Area.

Local community projects may include, but are not limited to, workshops, communications, arts and culture initiatives, diversity awareness, health promotion, and environmental and social concerns. The key criteria for all grants are that they are entirely youth-led and supported by a registered charitable organization.

Currently, United Way Thompson Nicola Cariboo's GenNext Council raises funds for these grants and serves as an additional Community Impact Council to evaluate and make funding recommendations to the Board of Directors for approval. The maximum grant is \$2,000.

3.4 Neighbourhood Grants

In the Thompson Nicola Cariboo region, our strategies are to:

- Support capacity-building initiatives in vulnerable neighbourhoods.
- Build local leadership.
- Engage residents in making changes for the better where they live.
- Support connection and celebration within neighbourhoods.
- Work with municipal government to foster strong neighbourhood associations.

Neighbourhood Grants are a way for United Way Thompson Nicola Cariboo to support strong neighbourhoods by providing project seed funding to Neighbourhood or Community Associations to make immediate changes in the neighbourhood. The maximum grant is \$2,000.

To achieve the above stated goals, eligible projects may include:

- Community gardens.
- Block parties and social gatherings.
- Neighbourhood clean-up events.
- Restoration or maintenance projects.
- Communication tools and structures (signage boards, newsletters).
- Sports equipment.
- Volunteer appreciation events.
- Holiday events.

3.5 Emergency Funding

Emergency funding is intended for expenses of eligible organizations in the event of:

- Community disasters and/or emergencies
- Extraordinary and unexpected financial need
- Bridge funding, when the absence of such funding would seriously threaten the agency or program's survival
- Emergencies that impact the ability of a registered charity to safely continue operations (such as fire or flood)

An organization may be granted one-time funding or United Way Thompson Nicola Cariboo (UWTNC) may act as a conduit for raising funds, specifically for above stated situations under this policy at any time during the year. Requests will be reviewed by the Community Impact Council and approved by the Board of Directors. Fundraising activities are at the discretion of the Executive Director of UWTNC.

4.1 Community Investment Timeline

December 1 st	Applications for all Community Investment Streams open online: www.investingincommunity.ca
January 15 th	Progress reports due (on the previous year's funding): www.investingincommunity.ca/progressreport
January 30 th	Funding application closes
February 1 st	<p>United Way staff review application packages for completeness and eligibility, and work with applicants to gather all required information. Late applications will not be considered.</p> <p>Community Impact staff assess the <u>organizations</u> and place them into one of three <i>Risk Ranking</i> categories:</p> <ul style="list-style-type: none"> • Green Light – few or no concerns • Orange Light– some concerns that need to be addressed • Red Light – major concerns, risk is perceived to be high <p>Community Impact staff then assess the <u>organization, program or service</u> to be funded and place it into one of three <i>Needs Ranking</i> categories:</p> <ul style="list-style-type: none"> • Critical to Fund • Important to Fund • Nice to Fund
February 15 th	Independent financial review of applications is completed
February 22-28 th	Community Impact Councils receive training and application packages
March	Community Impact Councils evaluate applications and interview organizations
March –April	Community Impact Councils recommend funding to the Board of Directors for approval. Board of Directors evaluate the recommendations and approve the investments.
May	<ul style="list-style-type: none"> • Funded organizations (Funded Partners) sign a Funding Agreement • Annual General Meeting, payments to organizations awarded
Remainder of year	<p>Support to organizations offered when possible:</p> <ul style="list-style-type: none"> ○ Days of Caring® ○ Professional Development workshops ○ Board Development workshops

4.2 Community Impact Councils

All money raised through a United Way Thompson Nicola Cariboo (UWTNC) campaign stays in the community in which it was raised. The UWTNC is responsible and accountable for how the money is invested.

The UWTNC has 5 Community Funds: Kamloops, North Thompson, Cariboo, Merritt and Ashcroft/Logan Lake/Cache Creek. Each Community Fund has a Community Impact Council (CIC). Members of the CICs serve as local UWTNC champions who act as advocates, experts and decision makers for their communities.

The CICs are composed of up to a maximum of 12 members drawn from all sectors of the community. In addition, at least one UWTNC Board member will represent the Board of Directors and one UWTNC staff member will coordinate and lead the CIC. All membership requests or changes are determined by the CIC.

The UWTNC staff member will provide coordination, guidance and administrative support to the council and will oversee, administer and manage funded projects in the community to ensure adherence to both the UWTNC's Investment Agreement and alignment with Community Investment Criteria.

The responsibilities of the CICs are:

- To determine, through research and information gathering, local priority areas that focus on building the community's capacity to address social issues
- To be a champion and supporter of UWTNC in the community
- To invest the resources raised during the campaign in local charitable organizations in the community
- To find alternate investments if surplus funds are available from a Community Fund

4.3 Evaluation Process

Community Impact Councils (CICs) review all applications in a manner that is fair, open, and transparent. CICs are given a package by United Way Thompson Nicola Cariboo for each application for funding which includes:

- Application for Funding
- Supporting financial documents
- Independent Financial Review Summary
- Backgrounder including Risk and Needs Ranking
- Evaluation Form to score each application based on:
 - Strength of the organization
 - Demonstrated need for the funding
 - Suitability
 - Evaluation plan
- Interview questions
- Schedule for interviewing applicants
- The previous year's funding results

Once CIC members have evaluated and scored each application, they will, as a team of three or four, interview their assigned applicants to gather any further information needed.

Once interviews are complete, a meeting of all members of the CIC takes place to make final funding recommendations to the UWTNC's Board of Directors for approval. Applicants will be informed of the funding decisions within a week of the April Board's meeting.

4.4 Change in Intent of Funding

Funded Partners may request to change the use of funding received as long as it remains within the parameters of United Way Thompson Nicola Cariboo's (UWTNC) Community Investment Criteria.

Procedure:

1. The Funded Partner must request the change in intent of funding to UWTNC in writing via email or letter.
2. UWTNC will either approve or deny the request within 2 weeks of receiving the request.
3. If the request is approved, a new Investment Agreement must be signed by both the Executive Director of UWTNC and the Executive Director or equivalent of the Funded Partner.
4. A new Investment Letter will be issued to the organization outlining the change in intent of funding.

4.5 Appeal Process

United Way Thompson Nicola Cariboo (UWTNC) acknowledges and respects the time and work required to complete and submit a funding application. For this reason, we have put in place a very rigorous process to ensure that our application evaluation is fair, equitable and transparent.

At any point in the investment process, organizations that desire to have an individual consultation with UWTNC staff to better understand the final community investment decision and rationale for the decision-making will be provided that opportunity.

The final decision regarding which applications are funded is made with diligence and careful consideration by active Board members, Community Impact Councils, as well as senior volunteers and donors. UWTNC receives more requests than it can fund; therefore some applications will not receive funding.

If an applicant wishes to make an appeal of a funding decision:

- The applicant must notify UWTNC in writing via email or letter which will be shared with the Executive Director, Board of Directors, staff, and Community Impact Council.
- The applicant and UWTNC staff will first meet to share information to clarify rationale for UWTNC's decision and clarify concerns or facts which the organization may have with the rationale of the funding investment decision in question.
- Subsequently, the appropriate Community Impact Council in consultation with the Board of Directors will consider the rationale of the decision in question with any new pertinent information and either confirm or change the earlier decision.
- The applicant will be notified of the Community Impact Council's decision by the Executive Director or designated member of the Board within 2 weeks of receiving the written request. This decision will be final.

5.1 Fundraising Expectations of Funded Partners

Partnerships have emerged as a key mechanism for meeting some of society's most difficult needs. When an organization accepts funding from the United Way Thompson Nicola Cariboo (UWTNC), that organization becomes a Funded Partner. Successful partnerships are established and thrive with trust, honesty, flexibility, transparency, sustainability and accountability. Strong partnerships have effective dispute resolution, evaluation mechanisms, supportive structures and processes that engage a wide range of stakeholders with common goals and objectives.

UWTNC is committed to community-building by ensuring a holistic and comprehensive network of services in the Thompson Nicola Cariboo Region. Annually, UWTNC conducts a Campaign to solicit charitable donations. The Campaign generates critical resources to support community investments.

UWTNC's Funded Partners - key in achieving United Way's mission - must have a strong commitment to protect and enhance the Campaign. When an organization accepts funding, it enters into a collaborative endeavour, agreeing to safeguard UWTNC's capacity to access and leverage resources on behalf of many organizations. Any supplementary fundraising activities conducted by Funded Partners must be designed so as to not be detrimental to UWTNC's Campaign.

These expectations are intended to support successful fundraising and community-building for both UWTNC and its Funded Partners.

The following conditions of fundraising activities by Funded Partners apply:

- It is an expectation that Funded Partners support the UWTNC Campaign to the best of their abilities through employee campaigns and/or special events.

Examples include, but are not limited to:

- Days of Caring®
 - Homes for the Holidays
 - Seeing is Believing® tours
 - Support of other fundraising/awareness campaigns
- Funded Partners should not conduct fundraising activities for their own organizations that unreasonably conflict with UWTNC's annual campaign period from September 1st to December 31st. The Funded Partner should contact UWTNC in advance if there is a possibility of a fundraising conflict.

Fundraising activities are defined as, but not limited to:

- Large-scale telemarketing campaigns.
- Large-scale direct mail acquisition campaigns.
- Large-scale online fundraising campaigns.
- The launch of capital campaigns.
- Large-scale fundraising events for the Funded Partner.

5.2 Conflict of Interest Policy and Guidelines - Community Investment

Conflict of Interest Policy

Funded Partners, including their directors and employees, shall comply with the spirit and expectations of the conflict of interest provisions in the United Way Thompson Nicola Cariboo's (UWTNC) Governance Policy, which states (in part):

- Board and Community Impact Council Members are considered to be in a conflict of interest whenever they themselves or members of their family, business partners, or close personal associates, may personally benefit either directly or indirectly, financially or otherwise, from their position on the Board or Community Impact Council.
- A conflict of interest may be real, potential, or perceived, and the same duty to disclose applies to each. Full disclosure in itself does not, however, remove a conflict of interest.
- Being a member of the Board or staff of another organization which might have material interests that conflict with the interests of the UWTNC is considered to be a conflict of interest.
- Having an existing relationship or having done sensitive or confidential work for an organization (eg. Related to employees or employed by the organization) is considered to be a conflict of interest.

Conflict of Interest Guidelines

The following guidelines are to be followed by Funded Partners and their directors and employees in any situation in which a conflict of interest may exist. These guidelines are duplicated from the UWTNC's Governance Policy and should be modified as needed to suit the Funded Partner:

- Openly disclose a potential, real or perceived conflict of interest as soon as the issue arises and before the Board or Community Impact Council deals with the issue at hand.
- If the Funded Partner or individual is not certain he/she is in a conflict of interest position, the matter may be brought before the Chair of the Board and/or Executive Director of the UWTNC for advice and guidance.
- It is the responsibility of other Board and/or Community Impact Council Members who are aware of a real, potential or perceived conflict of interest on the part of a fellow Board and/or Community Impact Council Member to raise the issue for clarification, first with the Board and/or Community Impact Council Member and, if still unresolved, with the Board and/or Executive Director.
- The Board and/or Community Impact Council Member must abstain from participation in any discussion on the matter, shall not attempt to personally influence the outcome, shall refrain from voting on the matter and, unless otherwise decided by the Board and/or Community Impact Council, must leave the meeting room for the duration of any such discussion or vote. This will be recorded in the Community Impact Council meeting notes.

5.3 Disclosure of Information Policy

United Way Thompson Nicola Cariboo (UWTNC) will keep all information submitted by organizations seeking funding confidential, making this information available only to Board, Community Impact Council members and staff at UWTNC. The UWTNC will only use the information to assess the applicant's application for funding and to administer the funded program if an investment is made in the organization by the UWTNC.

Minutes and notes from fund allocation meetings and comments of individual volunteers will be confidential. These materials, along with the overall scoring of results produced by the committees, are considered work products of the committees and will be confidential to UWTNC.

Organizations wishing to dispute a community investment decision should refer to **4.5 Appeal Process** in this document.

6.1 Expectations and Responsibilities of Funded Partners

United Way Thompson Nicola Cariboo (UWTNC) and Funded Partners are focused on Community Impact. We share a commitment to improving lives and building our community, achieving lasting change on key regional priorities. We also share accountability to our community for the public trust and resources that our community invests in our work together. Achieving this shared commitment and demonstrating this mutual accountability depends upon an effective, healthy, and vibrant partnership between UWTNC and Funded Partners.

UWTNC and Funded Partners envision themselves collaborating for impact and for the betterment of our community through vibrant, lasting, and equitable relationships. United Way seeks to fulfill its mission to improve lives and build community. Funded Partners have similar missions that include improving community conditions, helping vulnerable groups and individuals, and building individual and community capacity. As leading, knowledgeable, innovative, and stable non-profits in our community, we collectively help those community members who need support, while also building a stronger community for tomorrow.

Expectations of Funded Partners include:

- Following UWTNC's **2.1 Fundraising Expectations of Funded Partners** in this document
- Meeting all requirements of their Investment Agreement.
- Apprising UWTNC of any significant organizational changes (such as a change in the organization's senior leadership) financial crises or major instability.
- Supporting the work of and speaking positively about UWTNC.
- Supporting the identification of community goals, trends and priorities through their data collection and expertise.

6.2 Support of Funded Partners

United Way Thompson Nicola Cariboo (UWTNC) commits to distributing its resources according to a Community Impact Plan that identifies community priorities and associated long-term expected outcomes.

When possible and upon request, UWTNC will provide support beyond financial investment to Funded Partners. These supports may include, but are not limited to:

- Consultation and assistance for the organization in the furtherance of its goals
- Workshops, referred support, professional development and advice in areas of financial development, governance, and organizational development
- Days of Caring® to support maintenance, renovations and project work to enhance operations, build capacity, and relieve pressures on the organization
- Raising awareness and encouraging understanding of widespread social issues, trends, and root causes through events such as Seeing is Believing® tours and advocacy activities
- Support in the event of a crisis through Board recruitment, emergency funding (when available) referred support and any other number of agreed upon and requested supportive activities

6.3 Terminating Funding Relationships Policy

To meet its obligations to its donors and the community it serves, United Way Thompson Nicola Cariboo (UWTNC) must continually assess its Community Impact Plan, its focus, and its fund allocation to ensure resources are directed towards the community's most urgent needs and invested in the most capable and effective organizations. All existing and future funding commitments must be measured against these criteria.

UWTNC will take steps to suspend or terminate the relationship if the Funded Partner:

- No longer has the ability to fulfill the duties of the Investment Agreement
- Has changed its mandate, mission, or values and no longer aligns with UWTNC's Community Impact Plan and UWCC's Focus Area Frameworks
- Has not complied with **United Way Investment Policies and Guiding Principles**
- Has demonstrated unsatisfactory performance as determined by the organization's Progress Report
- Has acted in some way contrary to the best interest of UWTNC

6.4 Annual Reporting Requirements

Funded Partner Progress Report enables United Way Thompson Nicola Cariboo (UWTNC) to track, evaluate and report to our community on successes meeting funded organizational, service or program outcomes and an organization's contributions towards the greater community's goals. This information is also critical in reporting back to our donors, UWTNC Board of Directors, and contributes greatly to our annual fundraising success.

UWTNC staff will review reports and discuss any issues, challenges or opportunities with organizations, and support or address items as needed.

The Funded Partner Progress Report is due by January 15th of the year after you receive funding. This online report is available on www.investingincommunity.ca/progressreport.