
United Way of Saskatoon and Area

2020 Open Call for Applications Guide





United Way of Saskatoon and Area Call for Applications for the 2020 Community Fund

United Way of Saskatoon and Area has a new Community Investment Strategy for investing knowledge and resources into building strong communities; helping kids be all that they can be; and moving people from poverty to possibility. Saskatoon is changing and we have recognized the need to develop and implement a Community Investment Strategy that reflects the changes and growth happening in our city.

As a key component of the Community Investment Strategy, United Way is calling for applications for the 2020 Community Fund.

This Call for Applications will allow us to better serve the needs of highly vulnerable individuals and families in our community, through providing multi-year funding to support the delivery of effective community services in Saskatoon and Area.

Eligibility Criteria

To apply for United Way funding, organizations must:

- be incorporated and registered as a charitable organization under the federal Income Tax Act, or recognized by Canada Revenue Agency as a Qualified Donee;
- have been in operation for a minimum of two years;
- be providing community services to support vulnerable individuals and families in Saskatoon and Area to achieve outcomes under at least one of United Way's three focus areas (building strong communities, helping kids be all that they can be, and moving people from poverty to possibility);
- be governed by a volunteer Board of Directors and have a voting membership;
- be operating in accordance with the Saskatchewan Human Rights Code, and not exclude anyone from service, accommodation or employment by reason of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status or disability.

Non-Eligible Activities

United Way funding is not to be used for:

- political activities;
- religious activities;
- reserves and deficits; and,
- activities that contravene Canada Revenue Agency's requirements for maintaining the status of Charitable Organization or Qualified Donee



Funding Period and Agreement

The funding period to be covered by this Call for Applications will start on April 1st, 2020 under a new set of multi-year (minimum of two years) funding agreements.

Process and Timeline

Nov 15, 2019	<ul style="list-style-type: none"> • The Call for Applications for the 2020 Community Fund announced • Full application and application guide posted on the United Way website for viewing only
Nov 18	<ul style="list-style-type: none"> • United Way ready to provide log-in information to interested agencies
Nov 25 and 27	<ul style="list-style-type: none"> • Information sessions held for organizations
Jan 10, 2020	<ul style="list-style-type: none"> • Applications due
First week of Feb	<ul style="list-style-type: none"> • Agencies informed of funding decisions
Apr 1	<ul style="list-style-type: none"> • New Community Fund multi-year funding agreements begin

Note: It is *not* a prerequisite to attend an information session prior to applying

Registration for the Optional Information Sessions

The purpose of the information sessions is to help representatives from eligible organizations understand United Way’s Community Investment strategy and the application process.

There will be two information sessions provided. Both will be held at the Saskatoon Community Services Village in Room #308 (506 25th Street East).

Monday, November 25, 2019 3:00 – 4:00pm
Wednesday, November 27, 2019 2:30 – 3:30pm

To register for an information session, please email Joan Goodman at jgoodman@unitedwaysaskatoon.ca and provide the name of the agency, name and position of the individual who will be attending.

Need for United Way Funding

United Way needs to be able to demonstrate the impact of its investment, but it is not feasible, in many cases, for United Way to be the major funder of a community-based organization or a specific service.

There needs to be a balance in terms of the attribution of outcomes to United Way funding, and not creating situations where this funding becomes a major portion of an organization’s operational budget to the extent that the organization’s stability will be at stake if and when United Way funding is no longer provided.



PLEASE NOTE:

- This open Call for Applications is for Community Partners only (as outlined in the following information)
- This Call for Applications provides an opportunity for 2 or more agencies to collectively apply for funding for a joint program or initiative
- Only 1 application form per agency or collective (2 or more agencies) will be accepted
- During the on-line application process, you will be required to pick one outcome and 2 indicators (which include performance measurements) under the particular focus area that you identify to Robert (see page 5). You must be able to report on at least one of the performance measurements listed (if there is more than one choice). The expectation is that the agency will have the ability to report on the outcome and indicators they identified in the application form.



Please review the information from United Way's Community Investment Strategy prior to completing the application form. This information begins on page 6 of this document. **For questions** regarding the Call for Applications and the Community Investment Strategy, please contact:

Andrea Howe
Interim Director, Community Impact & Strategic Partnerships 306-975-3478
ahowe@unitedwaysaskatoon.ca

For login access or technical support, please contact:

Robert Helms
Information & Systems Manager
rhelms@unitedwaysaskatoon.ca

How to Access the On-line Application Form (available November 18)

If your agency meets the eligibility requirements:

- email Robert Helms (contact information above) and provide him with the following information:
 - Organization name and address
 - Registered Charitable # or proof of Qualified Donee status
 - Local Senior Contact name
 - Name of the person completing the application (if not the Local Senior Contact)
 - Focus area under which you wish to apply for funding:
 - Poverty to Possibility
 - Strong Communities
 - All That Kids Can Be
- Robert will provide a login access to the online application form and will provide a “User Guide” to assist with the online process. The login access will be provided only to the individual who will be completing the application form.



COMMUNITY INVESTMENT STRATEGY OVERVIEW

Introduction

United Way Saskatoon & Area (UWS&A) entered into a new strategic plan in 2018 intended to take the organization to 2022. UWS&A is a catalyst for social change that aims to unite individuals, organizations, businesses and government to work collaboratively to improve the community we live in. As the strategic plan was developed, it was determined that over the next 5 years (2018-2022), UWS&A would focus on three impact priorities:

- 1) Success in education and transition into adulthood
- 2) Mental, emotional and spiritual well-being
- 3) Stable homes

As a result of this work, this Community Investment Strategy (CIS) demonstrates strong alignment to the organizational priorities and forms the foundation of the work over the next three years.

It is a critical time for Saskatoon & Area as the community is seeing significant challenges from mental health issues, high child poverty rates and more. As such, UWS&A is committed to playing a key role, acting as a convener for organizations in the community to collaborate with one another and champion an investment strategy that will positively impact its residents. By taking a system-wide view, UWS&A can be a catalyst for positive change and enable collaboration and partnership among organizations to drive people and community-based outcomes.

The goal of the CIS is to deepen and narrow the focus further in order to achieve people and community-based outcomes aligned to the strategic plan. By sharpening focus, United Way will be positioned to deliver on the priorities while building capacity for the sector and working collaboratively with its community partners.

Community Context

The community of Saskatoon is the largest in the province of Saskatchewan and is home to almost 280,000¹ residents. Although the median household income is \$91,200², UWS&A has identified several challenges in the city they are working to address including poverty, racism, cost of living, safety in core neighbourhoods and mental health.

Saskatoon is seeing tremendous growth within the Indigenous community. According to Statistics Canada, between 2001 and 2006, the Indigenous population in Saskatoon grew by 6%, from 20,207 to 21,535 people. This accounts for one of the highest proportions of Indigenous people in a Canadian city. Furthermore, Statistics Canada estimates that First Nations people make up 11.5% of Saskatchewan's population in 2012 and will make up 15.7% by 2031.³

¹ Community Profile Report for City of Saskatoon, September 2019

² Ibid

³ United Way Saskatoon & Area – Community Investment Strategy 2014-2019



The Government of Saskatchewan released a report in 2017 titled HIV Prevention and Control Report which provides data on HIV and AIDS. According to the report, 79% of cases self-declared Indigenous ethnicity, comparable to the peak HIV years of 2008-2012 and 2015-2016. In addition, laboratory testing increased by 71% in the past decade with the rate of new cases being 2.2 for every 1,000 HIV tests performed in 2017. Lastly, the report also cited that the greatest increase in case counts were seen in the Saskatoon area, marking a notable shift from rural communities back to large urban centres.⁴

Visible minorities make up 16.5% of the total population of Saskatoon, totalling 45,870 individuals.⁵ 7% of Saskatoon's population immigrated to the city between 2011-2016, compared to 1.7% of immigrants who landed between 2001 – 2005, demonstrating a higher rate of growth in recent years.⁶

Across Canada, 1 in 5 Canadians will experience a mental illness or addiction in any given year.⁷ Populations who are at a higher risk of suicide include but are not limited to youth aged 15 to 24 years and some First Nation and Metis communities.⁸ Taking a look provincially, included in the Top 5 issues reported through 211 Saskatchewan were needs for support for mental health/substance abuse and health care.⁹ Saskatchewan is also known to have the 2nd highest suicide rate across the country.

According to Census Canada, 12.8%, or 30,950 people, were living in low income in the community of Saskatoon in 2016. Of that group, 19.3% of those individuals are children and youth between the ages of 0 – 17 years. Looking provincially, the child poverty rate in Saskatchewan is 26.7%, the highest in the country¹⁰.

Lastly, Saskatchewan has the highest rates of domestic violence in the country. According to the Saskatchewan Domestic Violence Death Review Report, released in May 2018, some of the common themes identified for death connected to domestic violence include: mental health and substance abuse issues, history of violence (particularly domestic violence), lack of education on prevention and intervention, and the impact of colonization and residential schools in cases involving Indigenous people,¹¹ to name a few.

Purpose and Scope

The purpose of the CIS is to focus more deeply for greater results and impact in UWS&A's three inter-related priority areas which together, form the basis for a better life and better community for

⁴ HIV Prevention and Control Report 2017

⁵ Community Profile Report for City of Saskatoon, September 2019

⁶ Statistics Canada, 2016 Census Profile: City of Saskatoon

⁷ Canadian Association of Mental Health – www.camh.ca

⁸ Statistics Canada

⁹ United Way Saskatoon & Area - <https://unitedwaysaskatoon.ca/what-we-do/building-strong-communities/>

¹⁰ Child and Family Poverty in Saskatchewan: November 2018

¹¹ Saskatchewan Domestic Violence Death Review Report



those residing in Saskatoon and Area: All That Kids Can Be, Poverty to Possibility, Strong Communities.

The CIS will set the foundation for UWS&A's fundraising campaign, community investments, collaborative partnerships, evaluation and capacity building initiatives from April 2020 to March 2023. This strategy will also inform and guide engagement activities such as Seeing is Believing, Day of Caring, etc.

This strategy is reflective of the organization's 2018 – 2022 Strategic Plan and Roadmap, research and data in the region, results of stakeholder discussions, and Community Townhalls with partner agencies and key stakeholders within the community.

UWS&A's changing landscape has informed the investment strategy approach and its recommendations with a particular focus on mitigating the decrease in campaign revenue.

An underlying theme of "Vulnerable Individuals and Families" has been identified to act as a connector for the CIS. UWS&A recognizes that all people can experience vulnerability in different ways at any point in their lives and as such, individuals and families may need to seek programs and services supported by UWS&A, ultimately, leaving the threat of falling into poverty.

The plan that follows will concretely define UW's anticipated outcomes and performance measurement plan including indicators within each area of focus with the lens of assessing meaningful community impact, donor alignment and sustainability.

Mission, Vision and Values of United Way Saskatoon and Area

Mission: Improve lives and build community by engaging individuals and mobilizing collective action

Vision: Bring people and resources together to build a vibrant and caring community

Core Values:

- Embrace diversity
- Demonstrate trust, integrity, respect, inclusivity and transparency
- Commit to reconciliation with Indigenous communities
- Energize and inspire volunteerism and volunteer leadership
- Provide non-partisan leadership
- Endorse innovation, partnerships and collective action



United Way Saskatoon & Area's Overarching Commitments

In completing this work United Way will ensure alignment with its mission, vision, and values as per above. Additionally, United Way will ensure that it is meeting its overarching commitments which were identified during the 2018 – 2022 strategic planning process as follows:

- Recognizing and challenging racism and discrimination
- Focusing on highly vulnerable individuals and families
- Addressing root causes by working on upstream solutions and prevention
- Improving community service navigation and access
- Continuing to engage, build and strengthen relationships with Indigenous people, institutions and organizations.
- Embracing reconciliation and responding to TRC Calls to Action 57, 66 and 92.
 - #66: Establishing multiyear funding for community-based youth organizations
 - #57: Providing education to community-based organizations on the history of Indigenous peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Indigenous rights, Indigenous law, and Indigenous–Crown relations.
 - #92: Adopting the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources.
- Aligning our community investment and resource development work with The Philanthropic Community's Declaration of Action.
- Valuing and leveraging the common purpose and strength of the United Way and Labour Partnership.
- Leveraging existing and emerging government and community strategies, partnerships and networks

Community Investment Strategy (CIS)

Framework

In order to build on the important work of the previous CIS and to maintain alignment to our community's context, the following investment framework has been developed. The intention is to not only invest in programs and services aligned with United Way Canada's areas of focus, All That Kids Can Be, Poverty to Possibility, Strong Communities, but to also leverage community partnerships to collaborate on important issues and build capacity within the sector.

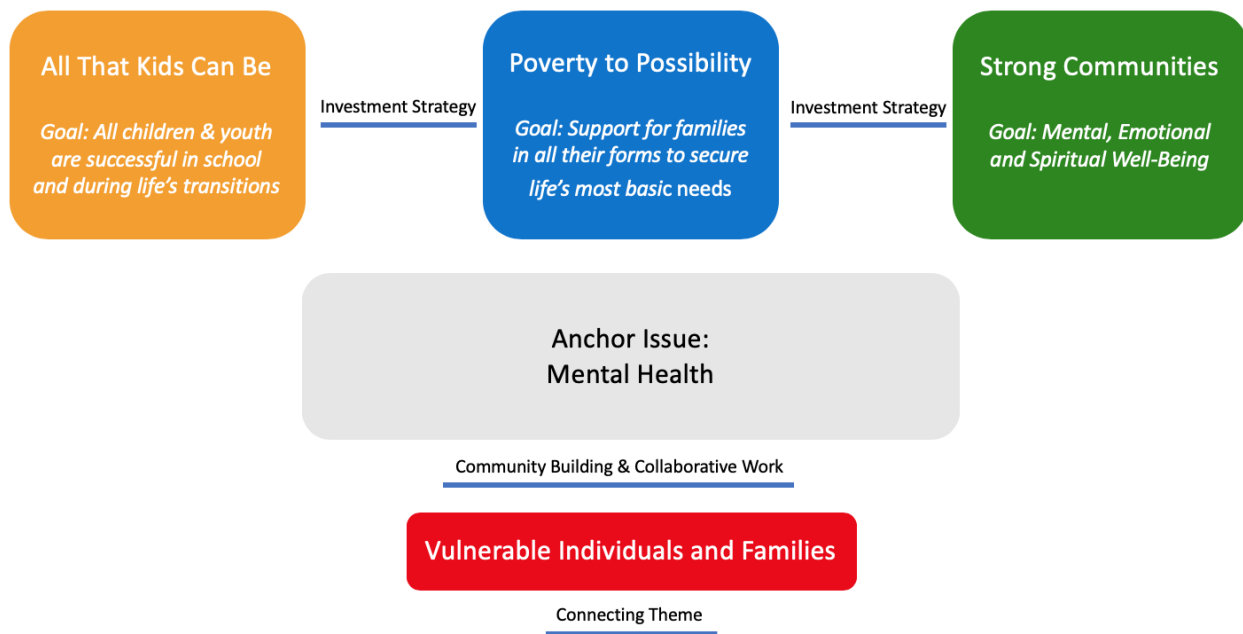
Building the individual and collective capacities of sector organizations aligned to the mission and values of UWS&A is a long-term goal. UWS&A will support capacity building in partnership with organizations by increasing their skills, knowledge and experiences to empower and position them to address identified service gaps, provide opportunities for collective solutions to complex



issues, and to respond to identified outcomes. In order to do so, UWS&A is committed to authentic engagement strategies to move the work forward.

A key stakeholder group that UWS&A is also committed to engaging with are government partners. To further our work as a convener and build capacity within the sector, UWS&A will play a key role in working with government leaders locally, provincially and federally to not only raise awareness of key issues facing our community, but to advocate for funds and policy change that will positively benefit vulnerable individuals and families in Saskatoon and area.

Framework





Investment Strategy – Community Partnerships

All That Kids Can Be

Goal: All children and youth are successful in school and during life's transitions

Community Partners Areas of Focus:

- Readiness for kindergarten
- Mentoring for school success
- Community & recreational supports
- Creating connection to community, culture and roots
- Summer Success
- Programs that support/assist children/youth to improve school attendance
- Enhance access to early years development supports
- Programs that connect children & youth to positive role models & that develop leadership skills

Outcomes:

- All children and youth have access to services to cultivate their success in school and in life
- Children and youth achieve their educational milestones and transition into post-secondary education and adulthood successfully
- Students enrolled in Summer Success reading camps maintain or increase their grade level reading
- Vulnerable children and youth have full access to educational supports that boasts an increase in graduation rates and entry into post-secondary education
- Children and youth feel empowered, engaged and a sense of belonging

Indicator #1:

Children and youth have unlimited access to community supports to enhance their success in school

Performance Measures:

- # and % of children/youth who were able to access services and supports that were previously inaccessible, specifically:
 - Academic and mentoring supports
 - New participation in social or recreational supports
 - Improved school attendance & improved marks



Indicator #2:

Children and youth feel a greater connection to their roots, developing a strong sense of belonging in their community

Performance Measures:

- # and % of children and youth who self-report changes in feelings of isolation, social supports, strengthened relationships to family and friends
- # and % of children & youth who participate in regular group activities building a sense of belonging **and/or** cultural identity

Indicator #3:

Children and youth engage positively in the world around them and demonstrate improved social functioning and positive behaviours

Performance Measures:

- Reduced behavioural problems
- Improved marks, improved school attendance
- Registering for/returning to school
- # and/or % of children & youth who show behavioural change between pre and post-test in:
 - Goal setting
 - Life skills
 - Personal sense of well-being

Poverty to Possibility

Goal: Support for families in all their forms to secure life's most basic needs

Community Partners Area of Focus:

- Programs and community connections that support vulnerable* children, youth and families to have stability in housing and access to nutritious food
- Strategies to improve quality of life for children, youth and families who are precariously or transitionally housed
- Programs focused on meeting the basic needs of vulnerable individuals (housing, addictions, mental health, persons with disabilities)
- Education and access to holistic food security
- Access to services that will prepare vulnerable individuals to seek gainful employment



Outcomes:

- Vulnerable families* have secured affordable housing and access to healthy, nutritious food that improve their quality of life
- Support community infrastructure to aid vulnerable populations to have access to a better future
- Enable vulnerable individuals seeking a job to have access to supports that facilitate their employment journey

*families of all sorts can be vulnerable including newcomers, single parents, caregivers, seniors, racialized populations, precariously employed, etc.

Indicator #1:

Increased access to healthy food for children, youth and families to fuel their mind, body and spirit

Performance Measures:

- # and % of families who have increased knowledge about healthy eating and strategies to access healthy food for their children/youth
- # and % of families who are eating healthier food more frequently

Indicator #2:

Increased access to community services and housing supports for vulnerable individuals including those who are homeless, precariously or transitionally housed

Performance Measures:

- # and % of individuals who are able to access supports in:
 - Housing
 - Income supports and entitlements
 - Community programs
- # and % of people sustainably housed
- Total cost reduction on public services through accessing stable housing

Indicator #3:

Vulnerable individuals are engaged in skill enhancement, are trained for the job market and/or effectively transition into gainful employment to build a sustainable future for themselves

Performance Measures:

- # and % of individuals who participate in skill enhancement or job readiness programs who self-report:
 - Increased confidence to participate in a job interview
 - Improved resume building skills
 - Increased skill set to deliver on job accountabilities
 - Participation in classes/training to facilitate search for employment



- Increased literacy or life skills
- # and % of individuals who successfully obtain stable employment

Strong Communities

Goal: Mental, emotional and spiritual well-being

Community Partners Area of Focus:

- Support vulnerable individuals and families experiencing mental health issues to integrate into the community
- Provision of quality of life programs for persons with disabilities, vulnerable individuals and families living with mental health concerns that further community integration and a sense of belonging
- Programs that support the settlement and integration of newcomers
- Programs that support children, youth and families to build cultural and social connections
- Programs for victims of violence and abuse
- Programs that support those who live with and witness violence including children and youth
- Recreational, social and cultural activities to enhance the lived experiences of Indigenous/Indigenous children & youth
- Programs that raise awareness of and drive usage of 211 Saskatchewan

Outcomes:

- Vulnerable families experiencing mental health issues are better equipped to navigate challenges, find support and live happy, productive lives together
- Children, youth and families feel safe within their family and broader community
- Children, youth and families from all walks of life actively engage and feel part of the fabric of their community

Indicator #1:

Individuals living with mental health issues show improved social functioning and positive behaviours and/or are better equipped to navigate through life

Performance Measures:

- # and/or % of individuals who show behavioural changes between pre and post-test in one or more of:
 - Pro-social behavior
 - Level of need
 - Level of distress
 - Effective communication



Indicator #2:

Increased community involvement for persons with disabilities and vulnerable individuals and families living with mental health issues

Performance Measures:

- # & % of individuals who self-report changes in:
 - feelings of isolation
 - feelings of social supports
 - personal goals connected to participation & integration in the community
 - Strengthened relationships to family and friends
 - Personal goals connected to participation in the community

- # and % of children/youth and families who self-report changes from pre-test to post-test in:
 - Goal setting
 - Life skills
 - Communication skills
 - Personal sense of well-being, self-esteem, self confidence
 - Sense of personal agency
 - Sense of safety

Indicator #3:

Victims of violence feel safe and secure in their daily lives

Performance Measures:

- # and % of individuals who report feelings of safety
- # and % of individuals who received help to develop safety plans and approaches on how to help their children/youth feel safe
- # and % of children and youth who report an increased understanding that the abuse was not their fault
- # or % of parents (caregivers) who report that their children / youth have an increased understanding that the abuse was not their fault

Indicator #4:

Vulnerable children, youth and families from all walks of life feel connected to the fabric of their community

Performance Measures:

- # and % of children, youth and families who report reduced feelings of social isolation
- # and % of children, youth and families who report increased feelings of social supports
- # and % of children, youth and families who report new connections to community organizations



Anchor Issue

As a convener bringing together leaders from across the community, UWS&A's CIS will also focus on strengthening collaborative partnerships to support community partners to address complex social problems by working together to achieve a collective impact. The Collaborative Partnerships funding stream will support positive systems change through innovation, coordinated service planning and relationship building that will benefit all partners, the sector and community through systems transformation.

The Collaborative Partnerships Fund will support one anchor issue - Mental Health in Saskatoon and Area.

Anchor Issue: Mental Health

Outcomes:

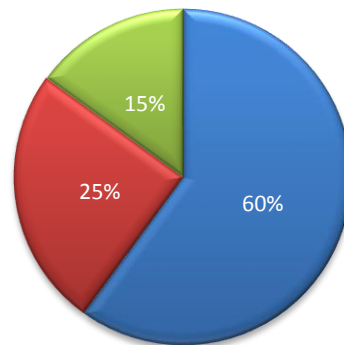
- Collaborative Partners will convene a community-wide table that will conduct a needs assessment to identify gaps in services for vulnerable individuals and families living with mental health issues
- Collaborative Partners will support/create coordinated access points to reduce barriers to services
- Collaborative Partners will develop community-wide strategies that support positive mental health and the reduction of stigma

It is recommended the Collaborative Partners define what success will look like as a table including goals and measures.

Funding Streams and Allocations



Funding Streams



- Community Partners: ATKCB, P2P, SC
- Program Partners: Community Initiatives Fund
- Collaborative Partners: Mental Health

As we take a deeper and narrower approach to UWS&A's community investment work, changes to our funding cycle and funded agencies are anticipated. As a result, we are shifting the approach to our existing cycle. UWS&A will have three funding streams:

- 1) Community Partners:
 - a. Organizations not only deliver programs and services aligned to UWS&A's investment strategy but also take an active role in driving UW's organizational mandate forward
- 2) Program Partners:
 - a. Organizations who have a specific program or service they will deliver that will support UW in addressing its community priorities
- 3) Collaborative Partners:
 - a. Take a system-wide view to address gaps and source solutions to support individuals and families experiencing mental health issues
 - b. UWS&A will continue its collaborative work on 211 Saskatchewan and the Summer Success Literacy Camps

Community Partners Funding



UWS&A will commit to a multiyear agreement based on a percentage of annual campaign revenue versus a set dollar amount. These agencies are expected to participate in key UWS&A activities including, but not limited to, participating in agency forums, running a workplace campaign, acting as champion on local issues and providing support for Speaker's Bureau and work with UW on system issues facing our community.

UWS&A is committed to providing these agencies with multiyear agreements (minimum 2 year) where funds can be invested in general operating support and program funding. Where able, UWS&A will support their Community Partners to actively participate in collaborative opportunities that will drive outcomes for their agency, United Way and the broader community.

Program Partners – Annualized Funding through Community Initiatives Fund

(Note: not part of this Call for Applications)

As part of the Saskatoon Collaborative Funders Partnership, UWS&A will fund a granting program under its Community Initiatives Fund, that is intended to support non-profit organizations in Saskatoon & Area to develop and execute programs and services aligned with United Way's CIS. Organizations may apply to this fund and could receive a grant from United Way and/or the City of Saskatoon's Social Services Grant program. Organizations interested in applying for this funding may do so by February 15, 2020. The application portal opens on January 15, 2020.

This funding structure will allow for flexibility and adjustments depending on the success of campaigns year over year. Should campaign exceed target, additional dollars may be available to invest in special projects. Alternatively, should campaign revenue come in under target, there is only a 1-year commitment. Program partners will be asked to participate in UWS&A key activities, including but not limited to, participating in agency forums, running a workplace campaign, acting as champion on local issues and providing support for Speaker's Bureau and work with UW on system issues facing our community.

Collaborative Partners Funding (Anchor Issue: Mental Health, 211 Saskatchewan Summer Success Literacy Camps)

(Note: not part of this Call for Applications)

Partnerships funded under this stream will take a system-wide view and provide the platform for collaboration and partnership throughout Saskatoon and area to drive community-wide outcomes focused on mental health. These organizations will be asked to report on outcomes and participate in discussions that impact the community.

UWS&A's role will be to act as a convener for the work, building capacity and advocating where possible to build a catalyst for change in the community.

UWS&A will continue its collaborative work on 211 Saskatchewan and the Summer Success Literacy Camps.