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Recreation Director's Handbook

A guide for recreation
delivery in Aboriginal
communities



2008

Manitoba 

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FUNDRAISING

Money allocated to recreation is needed to provide quality and variety in community programs. Some dollars maybe allocated to the recreation budget from Council, while others will need to be raised. Money can be raised through fundraising events, asking local businesses for sponsorship, approaching service clubs for donations, as well as seeking grants from foundations and government. Your ability to raise funds will be largely influenced by people's view of your organization or project. Your reputation, and that of the people your organization is associated with, will have an impact. How your programs affect individuals, their children and others close to them will also influence people's willingness to give.

This section includes information on what motivates people to give money, how to organize fundraising events, some fun and creative fundraising ideas and tips, as well as information on how to successfully apply for grants. Near the end of the chapter you will find descriptions of some possible sources of funding for your community recreation programs.

MOTIVATIONS FOR GIVING

When asking for support, consider what motivates people and organizations to give. Approach each potential supporter with his or her motivations in mind and tailor your request and project description accordingly.

Exercise: Think about what motivates you or discourages you from giving, and ask others you know.

Individuals may be motivated by: just being asked; a belief in the cause; desire to provide community support; feelings of guilt; feelings of sympathy; a desire for approval; fun; appreciation; or by seeing the potential return from their investment.

Businesses/Foundations may be motivated to give: if they see a return for their investment (e.g. advertising); if the project will improve their image; or if the project fits into their established funding guidelines. They are likely to say no if they have been asked numerous times; if they have already allocated their funds; if the group is not a registered charity or not-for-profit; or if they only support specific organizations and/or charities.

Government may be motivated to give: if they think the project is worthwhile; if they receive a well written, complete, detailed and timely proposal; if they see that others support the idea; if they feel the project will benefit many; if previous events were successful; if activities are open to the public; or if the project fits with their policies. They are likely to say no if the proposal or application is late or not complete, if the group is not incorporated, if they feel the group applying is not or poorly organized, or if they run out of funds.

Community Identified Challenges with Funding

- ◇ not enough money for programs
- ◇ expensive to bring in outside resources to remote communities
- ◇ councils fail to make recreation a priority like housing, water and roads when allocating dollars
- ◇ many people can't afford programs

Potential Solutions

- ◇ Find the funding sources available within the community and the province.
- ◇ Fundraise.
- ◇ Seek corporate sponsors.
- ◇ Stress the fact that volunteering is giving freely of one's time.
- ◇ Incorporate minimum user fees for programs.
- ◇ Plan a yearly recreation budget. (See Budgeting – Section 7.)
- ◇ Develop partnerships for programs that cost money.
- ◇ Cost share with other communities when bringing in outside resources.

ORGANIZING FUNDRAISING EVENTS ¹

Organizing community fundraising events can be an effective means of raising money. These events can range from craft sales, to poker derbies, to bug races. They can take time, thought and a considerable amount of organizing. Fun, creativity, purpose and cost are key factors to a successful event.

Choosing the Fundraising Event

For a successful fundraising event carefully consider which type of event would be most appropriate and effective. In making the decision, consider the following:

Event

- What event are you considering and when?
- Would people like to do this?
- Will you need a license?
- What else is going on in the community at this time?
- Are other groups doing the same thing? Can you partner with them?

People

- Will you need volunteers to help out & how many?
- Will you be able to get them? How?
- What kinds of things will they need to do?

¹ Manitoba Department of Fitness, Recreation and Sport, Norman Region. [How to Plan Successful Fundraising Events](#). Manitoba: Author

Facility

- Where will the event take place?
- What facility (if any) will you need?
- How do you get permission to use the facility?
- How much will it cost?

Equipment

- What equipment and supplies will you need?
- How much will it cost?
- Where will you get it? Can you make, borrow, rent, or purchase?
- How will you keep track of it?
- What happens if something gets broken?

Budget

- How much money do you need to make?
- Realistically, how much can you raise in your community?
- How much could the event make?
- What are the event costs?
- What would be the breakeven point?
- When would you need to spend the money and do you have any on hand?
- Where could you get the start up money?

Promotion

- Who will promote the event?
- What will motivate people to participate?
- Who needs to know or support the event for it to be a success?
- What is the best (most effective and creative) way to advertise?

Evaluation & Celebration

- How will you determine if it was a success? How will you celebrate?

"Many of life's failures are those who did not realize how close they were to success when they gave up."

Unknown

Fundraising events- Checklist (See Appendix A)

	BEFORE	AFTER
Event	<ul style="list-style-type: none"> <input type="checkbox"/> develop a plan <input type="checkbox"/> inform required people <input type="checkbox"/> develop a back-up plan 	
People	<ul style="list-style-type: none"> <input type="checkbox"/> identify leader/planning group <input type="checkbox"/> recruit volunteers <input type="checkbox"/> delegate tasks (who does what, when) <input type="checkbox"/> check-in regularly 	<ul style="list-style-type: none"> <input type="checkbox"/> thank volunteers
Facility	<ul style="list-style-type: none"> <input type="checkbox"/> book facility <input type="checkbox"/> set-up facility <input type="checkbox"/> understand policies/procedures for fire, damage, injury 	<ul style="list-style-type: none"> <input type="checkbox"/> clean-up facility
Equipment	<ul style="list-style-type: none"> <input type="checkbox"/> collect all supplies & equipment 	<ul style="list-style-type: none"> <input type="checkbox"/> return supplies & equipment
Budget	<ul style="list-style-type: none"> <input type="checkbox"/> prepare budget <input type="checkbox"/> keep records <input type="checkbox"/> secure start-up money <input type="checkbox"/> determine money holder 	<ul style="list-style-type: none"> <input type="checkbox"/> prepare financial statement <input type="checkbox"/> thank sponsors and funders
Promotion	<ul style="list-style-type: none"> <input type="checkbox"/> determine methods <input type="checkbox"/> develop advertising <input type="checkbox"/> distribute posters etc. 	<ul style="list-style-type: none"> <input type="checkbox"/> take down advertisements
Evaluation & Celebration	<ul style="list-style-type: none"> <input type="checkbox"/> develop evaluation method 	<ul style="list-style-type: none"> <input type="checkbox"/> evaluate <input type="checkbox"/> complete evaluation report <input type="checkbox"/> celebrate successes

FUNDRAISING IDEAS²

Create A Recipe Book

Collect 50–100 favourite recipes for snacks, salads, dinner, desserts, or holiday food. Ask for neatly written or typed submissions on regular 8.5 x 11 paper and encourage creativity with artwork on the pages. Be sure to make a nice cover page and a table of contents when all the submissions are in. Make five copies of each page to produce five demonstration books for display and take orders. (Make as many copies as you need to fill the orders.)

Binding the pages: Stack pages for each book and use a 3-hole punch on the left side of the stack (you may only be able to do a few pages at a time, but try to make sure all the holes are in the same place for each book). Tie colored string through each hole to bind pages together, or use 3-ring binders to hold the pages. Be sure to charge enough for each book to cover your costs for supplies as well as make a profit.

Raffle Something Cool

Ask the creative people in your community to donate something homemade (paintings, artwork, quilts, knitted items, pottery, woodwork, fancy cakes or pastries etc.). Display the items and make a poster to advertise the raffle; list your raffle items, ticket price, and date of the draw. Make tickets on your computer or draw them on a sheet of paper to photocopy. Be sure to ask for name, address, and phone number so you can contact the winner. Sell as many tickets as you can. If you keep the price of tickets fairly low, people will tend to buy more. Note: You may be required to get a raffle permit first. Be sure to ask around.

Traditional Bake Sale

Ask members of your group to participate by baking or cooking yummy homemade foods: cookies, brownies, fudge, candy apples, chocolates, cheesecake, pies, breads, fancy cakes and pastries etc. Ask your local grocer, school, band office etc. if you can set up a bake sale table. Artfully display the baked goods and make a poster to advertise your sale; be sure to mention how the profits will be used. You may also want to provide napkins or paper plates and sell drinks – coffee, hot chocolate, lemonade, and pop transport easily and go well with sweets. Be sure to bring plenty of change!

Breakfast in Bed

Try this for Mother's or Father's Day. Make up baskets of bagels with cream cheese, a banana or orange, mug with a coffee and tea bag inside, and a danish or muffin. You could also include a magazine or a rose. Take orders in the weeks beforehand. Arrange for pickups that morning or charge more for delivery.

Parent's Night Out

On a designated evening have a Parents Night Out. Offer an evening of babysitting services. Parents leave their children at the community centre for an evening of snacks, movies, activities etc. Charge \$5 per child. Be clear on the drop off and pick up times. It is great around the holidays.

² Nishnawbe Aski Nation Recreation Sub Committee (2004). Recreation Resource Manual. Ontario: Author

Playdough Sale

Make batches of cooked playdough to sell to parents and friends for \$2 in sealable sandwich bags or jars. You can make different colours (food colouring) and sell them individually, in packs of three colours and packs of seven colours. Great stocking stuffers.

Community Service Fundraiser

Ask people in the community to sponsor you per hour of community service. Then, schedule 20 hours of service over an eight-week period. Community service could be anything from garbage clean up, assisting local organizations, painting, building etc. The positive side of this fundraiser is raising money by serving others.

Coupon Book

Make your own coupon book and sell it for \$10. In the coupon book include five or more coupons for homemade services. For example, a coupon for homemade cookies, one hour of babysitting, one car wash, etc. The book holder may redeem their coupons with the person they bought it from.

Murder Mystery Dinner

Use one of the scripts from the board game, "How to Host a Murder Mystery." Decorate your hall in accordance with the theme. Follow the characters and scripts. Perform Scene One and then serve the salad, Scene Two and then dinner, Scene Three and then dessert, and finally Scene Four. All who come are then invited to guess the murderer before you show who really did it. Charge around \$15.00 per ticket for the dinner. Make sure your meal is low-cost, maybe even donated.

Go Bald

Convince somebody in your group or an influential person in your community to shave their head when "x" amount of dollars are raised. Collect donations to the cause and have a public shaving at a community event.

Time, Talents, & Treasures

Ask folks to donate their time and talents to be auctioned (e.g. romantic dinner for four, mystery supper for eight, water ski lessons, piano lessons, knitting lesson, electrical work, handyman for a day, homemade pies, rocking horse etc.) Either by silent or public auction, community members bid on the items they want. Highest bidders win.

Youth for Rent

Auction youth services at two youth for one hour. The highest bidders sign up for a date, time and job and then assign two youth per job. Jobs might include house cleaning, babysitting, yard work, painting, packing, moving, etc.

Wacky Golf

Set up a "miniature" golf course in your local hall, band office, school or church. You can use tennis balls and big cups for holes, make wooden clubs and have crazy obstacles (including going down stairs, through registers to the next floor etc.) Be creative. Charge people to go through your course (eg. \$2 adult and \$1 child).

Pizza Made to Order

Take orders for "you bake" pizzas. Buy the toppings, crust, sauce and then get your group together for an evening of making and delivering the special order pizzas.

Pink Flamingos

Buy about 10-15 plastic pink flamingos (those somewhat tacky yard ornaments) and charge to have someone's yard stealthily decorated overnight. Be sure to come back the morning after to remove the flamingos... and park them on your next victim's front lawn!

Insect Race

Each participant needs to come with a bug-- nothing that flies. Set up a bull's eye type group of circles on the ground. Each individual bug or a group of bugs is placed in the centre under some sort of cover so there is no escape. On "go" and with much verbal encouragement, but no physical prodding, the race begins. The first bug to get out of the circles is the winner. (If you have a lot of participants you could set up a number of bull's eyes circles and have simultaneous races or have heats). Anyone showing cruelty to his or her bug is automatically eliminated.

Plastic Duck River Race

Collect a pile of plastic or rubber ducks and number them. Sell each for \$3, giving the purchaser a ticket with a copy of their duck's number on it. Find a river with some moving water, determine a start and finish point and let them sail. The person who has the number of the duck who comes in first is the winner.

Raft Race

Organize a build-it-yourself raft race. Be sure to have some guidelines. (e.g. nothing motorized, no paddles allowed, winning raft must be afloat with all three team members on it, specific supplies, etc.) Be sure to define in advance what "afloat with all three members on it really means." Each group of three pays an entrance fee. They must get themselves and the raft from the start to the finish. First afloat raft across the finish line wins.

Secret Balloon Sale

Purchase or solicit donations for a few good prizes. Blow up a bunch of balloons and put a note of winnings inside each balloon. Participants pay for a try at "the big prize."

Gift Wrapping

Purchase wrapping paper, ribbons, bows, tape and scissors. Set up at a home, hall, church or school. People bring their parcels and pay per item wrapped or per package size. This works particularly great at Holiday time.

Haunted House

Your group could set up a great haunted house in an old house, community hall, or some other safe building. Make scary costumes, have creepy music, lots of gooey things to touch with scary titles, lots of decorations etc. Consider sending people through in age categories. Go all out on the older kids, but be a bit gentler with the little ones.

Frog jumping Contest

Each participant comes with a frog. The frog gets placed on the start dot (under some sort of cover so there is no escape). On "go", the cover gets lifted and the frog is free to jump. Verbal encouragement is allowed, but no form of physical prodding. When the frog makes its move, the distance from the start to the end of its jump is measured. The furthest jumper is the winner. You might take the greatest distance from a couple jumps to allow them some warm up time. Anyone showing cruelty to his or her frog is automatically eliminated.

Carol Singing

Get your group together and go door-to-door caroling at Christmas. Pass the hat and see what you can collect. People are pretty generous to carolers.

Easter Egg Hunt

Organize a community Easter egg hunt. Buy a bunch of Easter goodies, and hide them in a designated area. Parents pay per child. Consider having an area specific for the little kids and one for the older ones. Also have some extra goodies for those kids that don't find any.

Community Calendars

Take pictures of your community and its members. Be sure to have some scenery shots, funny people, community events, children and elders. From a good selection pick 12 that would appeal to the most people. Either ask a friend with a computer and a scanner to put a calendar together or take it to a print shop. Great gift idea.

Other Ideas ³

<p>(\$0- \$500)</p> <p>minnow races media vs. no-star game hug-a-thon rock-a-thon sale of cards (birthday, etc.) sale of homemade paper wishing well fish fry card party spice sale t-ball face painting catering house of horrors white elephant sale tug of war old fashioned picnic street BBQ bottle drive hockey bingo wine and cheese fashion show pancake breakfast fortune teller masquerade ball square dance theme party (M*A*S*H bash)</p>	<p>(\$500- \$5,000)</p> <p>trip to sporting events folk festival product sale (fruit, etc.) community odd-job blitz tournament curling and lunch car wash telethon circus silent auction talent auction tractor pull hockey-puck-in-the-hole fantasy cruise raffle servant sale Christmas tree sale car rally celebrity roast winter carnival flea market auction used book sale family tournament treasure hunt dinner raffle</p>
<p>(\$5,000 and up)</p> <p>weekly bingo major fair or carnival sell-a-brick celebrity entertainment elimination draw (big ticket item) - dream-home lottery fishing derby with tagged fish</p>	<p>³ Adapted from Ontario Ministry of Tourism and Recreation, Northeast Region. (1992) <u>First Nations Recreation Development Project</u> (pp. 89-90). Ontario: Author.</p>

Exercise: Choose one creative fundraising endeavour and give it a try. Be sure to go through the checklist as you plan and run the event.

FUNDRAISING TIPS

- ◇ Be realistic about the number of volunteers the event will take and the number who will actually help out.
- ◇ Recruit volunteers from outside the organization.
- ◇ Consider partnering with other organizations.
- ◇ Review past fundraising history to see how best to appeal to your community.
- ◇ Determine what, if any, competition you will be facing.
- ◇ Learn from the successes and failures of others.
- ◇ Advertise in advance.
- ◇ Develop a detailed plan and have a backup.
- ◇ Believe in your cause. Sell the idea to the community.
- ◇ Be realistic. Design your fundraising plan to suit the needs and abilities of your particular community and possible donor/s.
- ◇ Approach people in person for their contribution of time, service, money or equipment.
- ◇ Form a separate fundraising committee for special projects.
- ◇ When recruiting volunteers for the fundraising campaign, describe several jobs and give people a choice.
- ◇ Keep accurate records.
- ◇ Choose a project that has high return of money for a minimum expenditure of money, time and labour.
- ◇ Aim for fewer, more successful events.
- ◇ Plan a system for recognizing volunteers and for informing the community about the success of the event.
- ◇ Become incorporated as it gives your organization more credibility.
- ◇ If you plan to solicit donations from the private sector, register as a charitable organization with Revenue Canada.

GRANTS & PROPOSALS ⁴

Grants and other resources are available to your community to provide needed dollars to help develop or enhance programs and facilities. To best serve your community, stay informed about all possibilities for funding.

The **Grants and Resources Manual**, developed by the Recreation and Wellness Promotion Branch of Manitoba Culture, Heritage, Tourism and Sport, is an annually updated compilation of the grants and resources available throughout Manitoba.

Details are available online at www.gov.mb.ca/chc/grants/index.html or by contacting the regional offices of Manitoba Culture, Heritage, Tourism and Sport.

⁴ Adapted from Manitoba Culture, Heritage and Tourism, Recreation and Wellness Branch. (1998, December). Grants and Resource Manual. Manitoba: Author

Ota-Miska is a resource maintained by Manitoba Competitiveness, Training and Trade, which provides a current list of programs, services and resources available from a wide range of provincial and federal governments and private sector programs. It covers a variety of topics including Aboriginal economic and social development, business and community development, education and health. Contacts and funding eligibility information, services and programs are included.

Ota-Miska can be accessed at www.gov.mb.ca/ctt/sbcd/otamiska.html or contact the Small Business Branch of the Canada Manitoba Business Service Centre at 204-984-2272 or 1-800-665-2019 or email manitoba@cbsc.ic.gc.ca

Grants often require written proposals or completed application forms. Proposals outline who you are and the plan you are proposing. If the funding body does not provide guidelines, use the following to develop your proposal:

The Finer Points

Funding organizations usually have policies, deadlines and specific forms to complete. Proposals may be rejected simply because they are late, not on the appropriate forms or do not comply with the stated guidelines.

To ensure your proposal gets full consideration:

- ◇ Make sure the project fits the guidelines and intent.
- ◇ Specify cash categories to reflect the areas that funding can cover. In some cases, only actual costs are allowed.
- ◇ Keep accurate records of expenditures and receipts.
- ◇ Submit the required number of application copies.
- ◇ Consider payment procedures, schedules and partial payment schedules.
- ◇ Evaluation reports are often essential to final funding.
- ◇ Note the decision date, so you can follow up if necessary. If you are rejected, try other funding sources.

When applying for funding make sure:

- ◇ you are clear about the purpose of your organization, and the objectives of the project(s) for which funding is required
- ◇ you have set priorities within your organization and know what projects are needed
- ◇ your group can carry out the project or work co-operatively with another organization to provide it
- ◇ you have community support from key individuals, groups or institutions the project is feasible

Feasibility means:

- ◇ the size and scope of project are appropriate for your group to carry out
- ◇ formal agreements exist if other groups are needed to complete the project
- ◇ there are adequate, available space, equipment and/or facilities
- ◇ existing people skills are sufficient or outside professional support is available
- ◇ costs are current and reasonable

Who to ask

Do some research first. Decide what general category or categories your project falls under: youth, environment, education etc. Identify funding bodies with similar interests and priorities.

Find potential funders by:

- ◇ looking up the funders directory online at www.charityvillage.com;
- ◇ Going to the local library and asking for the Canadian Foundations book;
- ◇ Talking to local, regional or national organizations that seem to have similar interest to yours and asking them for advice on where to apply;
- ◇ Talking to your regional Ministry of Culture, Tourism and Recreation, Local Band/Community Office, and area Tribal Council for ideas.
- ◇ Looking within your organization.
- ◇ Identifying companies and suppliers you deal with, and those with head or branch offices near you.
- ◇ Looking at service clubs such as Shriners, Kinsmen, etc. as well as major community service organizations.

Then...

- ◇ Make a list of all the potential funders. Give them a call or check out their website to see if your project meets their objectives.
- ◇ Make sure you know their deadlines.
- ◇ Ask whether your project would be eligible, what the application process is, the average size of donation, and anything else you think would be important.
- ◇ Ask for an application package.
- ◇ Apply!
- ◇ Call for updates on your application.
- ◇ If you get rejected, ask what needs to change to be reconsidered, and try again.

TIPS

- Follow directions if they're provided.
- Get to the point. Be specific in what you want to achieve and what you want from the funder.
- Be honest.
- Write in a clear and easy-to-read format.
- Be professional. Start each section with a strong, clear sentence and support the introductory sentence with well-organized and interesting information.
- Proofread.

Exercise: Identify a program or event that you are interested in running in your community. Research possible grants that your program/event might be eligible for. Contact the organization and discuss your eligibility. If eligible, apply for the grant following the tips and steps as discussed.

See Appendix A for a sample grant.

THE BASICS

1. Cover Page
2. Table of Contents
3. Summary
4. Introduction
5. Statement of Need
6. Goals & Objectives
7. Method & Timeline
8. Evaluation
9. Budget
10. Future Funding

1. Cover Page

Include:

- ◇ the date
- ◇ the name and position of the person you are sending the proposal to
- ◇ your name and position as well as organizations name
- ◇ a few sentences summarizing the proposal (please find enclosed a proposal regarding...). ◇ State the goals of the project and how it fits the funders guidelines.

2. Table of Contents

Outline each section of the project proposal along with correct page numbers.

3. Summary

- ◇ Provide all the key points from the project proposal in one page. The Summary is often the primary sales pitch. Aim to capture their interest and gain their support in this one page. Be sure to include:
- ◇ the name of project- think of something snazzy to grab their attention
- ◇ the name of your organization and a phrase or two about its credibility
- ◇ the reason for the grant request; issues, problems or needs to be met
- ◇ what you wish to achieve through the funding
- ◇ an explanation of how the project is unique and why it will succeed
- ◇ how you will accomplish your objectives
- ◇ the total cost of the project including funds already committed and the amount being requested

4. Introduction

- ◇ Give a short history of the organization you are working with- their goals and objectives, and the sort of work they do. Focus on your credibility in the area for which you are asking support. Provide evidence you can do what you say you are going to.

Information to include:

- ◇ name of organization
- ◇ how many people belong
- ◇ when, who and why the organization was started
- ◇ where it is located
- ◇ a statement of purpose, goals and philosophy
- ◇ explain how it operates -- as a registered charity or an incorporated group
- ◇ describe how responsibilities are distributed within the organization -- names of executive, name and address of contact, names of those chiefly responsible for the project and their duties
- ◇ significant events in the organization's history
- ◇ prior and current events
- ◇ accomplishments and impact
- ◇ size and characteristics of clientele
- ◇ other funding sources and their positive comments
- ◇ evaluation results of your programs
- ◇ quotes of support from clients, other agencies, experts in the field and public figures

Build a case for your ability to accomplish the intended purpose. Letters of support and endorsement can enhance your credibility. Limit the number of letters and make sure they are truly supportive. Draw out and highlight powerful quotes and attach as appendices.

5. Statement of Need

This is the most critical part of your proposal. It tells the funder why your project is needed. Be sure it sounds important, creative and new. Document the needs to be met or problems to be solved by the proposed funding. Focus on the conditions in the lives of your clients that you wish to change.

It should:

- ◇ clearly relate to the purpose and goals of your organization
- ◇ name the people or agencies with whom you are concerned
- ◇ identify the need or the problem that will be the focus.
- ◇ If you can, find statistics or expert research to back up your points. Draw from your experience, and the testimony of people and organizations known to be knowledgeable about the situation. Use relevant facts and examples from your community.

E.g. This project is much needed because:

- a. currently, there are no recreation opportunities for youth ages 15 to 25 in our community.
- b. when not provided with positive, healthy free time choices, many youth resort to more self-destructive and anti-social behaviour.
- c. recreation is proven to decrease community crime rates by x per cent.

6. Goals & Objectives

Give the overall goal of your project. Goals should be broad encompassing statements of what you want to do, what your purpose is.

Once priorities have been identified, consider how they might be addressed. Decide what the goals or the purpose of the program. Goal/s should be broad encompassing statements of what you want to do.

E.g. to make a safer community

The objectives should be specific, tangible and measurable. Give a list of concrete things you want to get out of the project. Use action words like "build," "create," "develop" etc. They will be used to evaluate the effectiveness of your program.

E.g. The objectives of this program are to:

- a. decrease the incidents of youth vandalism in the community by 20 per cent
- b. introduce a neighbourhood watch program by January 1st.

(See Program Planning – Section 6 for more information on developing goals and objectives.)

7. Method & Timeline

Describe the activities you will use to achieve your desired results and an explanation of why you think they will work. Ordinarily, this justification will come from the organization's past experiences, as well as the experiences of others in the field. Key elements to include:

- ◇ a clear description of the program activities
- ◇ reasons for the selection of the activities; why they will succeed
- ◇ the sequence of activities
- ◇ a description of staff selection and training
- ◇ a description of participant selection
- ◇ names of people outside the organization who will be references

Develop a timeline of what needs to be done and by whom.

E.g.

Task	Activities	Outcome	Date Completed	Who
<i>Advertising</i>	<i>- design brochure & copy</i>	<i>- ensure interest and participation</i>	<i>June 1</i>	<i>Jazz</i>
	<i>- distribute at local schools & community centers</i>			

8. Evaluation

Most funding sources require your proposal to contain an evaluation section. This section presents a plan to determine the degree to which the objectives were met and the methods followed. Most evaluations look at:

- ◇ whether the program achieved its stated objectives
- ◇ if the accomplishments of objectives can be attributed to the program
- ◇ whether the program was delivered as proposed

The evaluation section should:

- ◇ explain who will be performing the evaluation and how they will be selected
- ◇ define the evaluation criteria
- ◇ describe the data gathering methods
- ◇ explain test instruments or questionnaires being used
- ◇ describe the process of data analysis
- ◇ show how the evaluation will be used for program improvements
- ◇ describe the reports to be produced

Designing the Evaluation

These steps are helpful in developing an evaluation.

- ◇ Clarify your program objectives. Ensure they are measurable and that an evaluation can be performed.
- ◇ Determine who is going to see the evaluation. People inside and outside your agency have different questions they want answered. Specific evaluation questions are influenced by who will be looking at your evaluation.
- ◇ Clarify what you will evaluate. Be sure you are clear about the funding agency's expectations.
- ◇ Determine who will conduct the evaluation.
- ◇ Determine if it will include an analysis of cost-benefit or cost-effectiveness.
- ◇ Determine how the data will be collected. This depends on the nature of the program. Some of the many ways of collecting evaluation data are: interviews; client, staff and evaluator observations; and examination of statistics.
- ◇ Determine how the data will be analyzed.
- ◇ Determine the report format. Make sure you are clear on what the funding source is asking for.

9. Budget (See Budgeting – Section 8)

An estimate of total project costs is necessary in a proposal. It should clearly specify the costs to be met by the funding source and those that your organization and others will provide. The numbers should be as specific as possible. The budget format usually contains two basic components:

Personnel--including salaries and wages, fringe benefits, consultant and contract services

Non-personnel--including space costs, rental, lease or purchase of equipment, consumable supplies, travel, telephone, etc

IN KIND CONTRIBUTIONS

"In Kind" refers to what a community can put towards a project that is not money related. Many grants and proposals ask for "In-Kind" contributions. This can include such things as volunteer time, donated equipment i.e. tractors or trucks, office space, telephone, email, facility space (community hall or rink), meals, houses for accommodations etc.

All of these items have a cost related to them, even though you may receive them for free. It is necessary to calculate costs for all of the items that are related to your project.

If a grant program states they will match up to \$ 25,000 that means they will match a dollar for every dollar you put into the project. If you do not have cash you can use the "In Kind" contribution as your matching dollars.

To calculate these "In Kind" items into a dollar value consider the following:

Volunteer support

(A) multiply by (B) multiply by (C) multiply by (D) = In Kind Volunteer Cost

(A) = hourly wage for one worker (based on minimum wage or amount paid for general labourers by your council)

(B) = the amount of hours to perform the tasks / jobs

(C) = the number of volunteers needed to complete the tasks / jobs

(D) = 15% (employer benefits)

Facility / Office Rental Support

(A) multiply by (B) = In Kind Facility Cost

(A) = the hourly or daily cost of the facility (Your council should have rental rates for all of the public facilities. I.e. Community Hall may cost \$200 a day for functions)

(B) = the number of hours or days that will be needed for the project

Equipment support

(A) multiply by (B) = In Kind Equipment Cost

(A) = the hourly or daily rental rate for the equipment (Your Council should have set rental rates for all equipment. I.e. A small tractor with a front-end loader may cost \$ 70 per hour)

(B) = the number of hours or days needed for the project

If you can obtain many of these items through donations, you will see that your community contribution or matching amount is quite substantial even without the "cash" contribution

How this looks on your budget?

For every "In Kind" item you list, you must include that amount on both the expense and revenue part of your project budget.

On the expense side of the budget volunteer support would be listed as worker wages and include related dollar figure.

On the revenue side of your budget volunteer support would be listed as "In Kind Volunteer Support" and include the related dollar figure.

10. Future Funding Plans

Describe the financial resources needed to continue the project once the grant period has ended and how you will secure these resources.

- ◇ If the project is to continue after the grant runs out, state where the future funding will come from.
- ◇ If the program is for construction, detail the costs of maintaining the new or renovated facility and show where that money will come from.
- ◇ If the program is to purchase equipment, specify the other funds necessary to support the acquisition and where those funds would come from.

This section should also include:

- ◇ names of others whose support has been requested
- ◇ a list of other organizations or individuals who are supporting this or similar projects
- ◇ any previous contact with the funding body being approached, plus previous financial assistance

11. Appendix

Include any other meaningful information that will support your proposal, but is not required in the body. This may include: event schedules, pamphlets, supporting organizations, letters of support, statistical reports you refer to and any other documents that support your credibility.

10 COMMON ERRORS WITH GRANTS

WRONG APPLICATION FORM

- ◇ Each program and agency has its own application form.
- ◇ Often these applications change from year to year.
- ◇ Grants submitted on wrong or out-of-date applications can cause delays and/or denial.
- ◇ Call the agency for the appropriate form and information.

NOT FOLLOWING INSTRUCTIONS

- ◇ Read and re-read the guidelines and instructions.
- ◇ If you have information that won't fit in the application, include an attachment.
- ◇ If unsure about an instruction call the agency.

PROCRASTINATION

- ◇ Do not leave the completion of an application to the deadline. If changes or more information is needed your application may be denied.
- ◇ Develop and refine a draft application and send in application comfortably ahead of the deadline.

POOR WRITING

- ◇ Most applications require some narrative description of the proposed project.
- ◇ Some tips to remember include:
- ◇ You are writing to a person
- ◇ Be brief and to the point (use simple language, stay clear of jargon)
- ◇ Emphasize how people will benefit
- ◇ Write objectively - use exciting (but reasonable) language with simple sentence structure
- ◇ Convey clear, specific thoughts (don't generalize) and be positive, honest and accurate with details

POOR PROJECT DESCRIPTION

Ensure your objective(s) match the objective/criteria of the grant program you are applying for.

- ◇ Need - substantiate: who, what, where, how extensive
- ◇ Objective - what do you want to accomplish? It should be attainable, practical and measurable.
- ◇ Method -how will you accomplish your objective?

INSUFFICIENT DOCUMENTATION

Include back up material (attach if necessary such items as: Incorporation papers, long term plans, annual reports, audited financial statements).

LEGAL BLIND SPOTS

A successful application usually becomes a binding legal contract. Prepare your organization with sufficient manpower, facilities, and financial resources to perform the job satisfactorily.

MONEY SENT TO WRONG PERSON

Be sure to specify where the grant cheque should be sent.

NO OUTSIDE FEEDBACK

- ◇ Work closely with funding program officer.
- ◇ Distribute drafts of application to others in your organization for feedback.

POORLY CONCEIVED BUDGETS

- ◇ Make sure your financial information is:
 - ◇ Accurate
 - ◇ Well presented (columns line up, charts don't run from one page into the next, etc...)
 - ◇ Minimizes use of over-estimating or under-estimating

KEY PHRASES⁵

When trying to secure funding, it is beneficial to include relevant quotes and statistics to support your request. **The Benefits Catalogue** (Canadian Parks/Recreation Association, 1997) summarizes why recreation, sports, fitness, arts, culture & parks are essential to personal, social, economic and environmental well-being. It has great key phrases and evidence to support them.

Some of what it says...

"Recreation is essential to the development of our children and youth:

- ◇ we learn motor skills (physical) through play and sports
 - ◇ we learn social skills through play and sports
 - ◇ we learn creativity through play and arts/cultural activity
 - ◇ we develop intellectual capacities and concepts through play-- and many other life skills."
- (p. 41)

"Recreation, sports and arts/culture build self-esteem and positive self-image." (p. 61)

"Physical activity has been shown to have both short and long term psychological effects on well-being. A variety of research completed by numerous authors has shown that physical activity has been found to positively effect self-esteem, anxiety, depression, tension, and stress." (p. 62)

"Recreation, sports and arts/culture reduce self-destructive behaviour and negative social activity in youth-- an antidote to smoking, substance abuse, suicide and depression." (p. 85)

"Recreation, sports and arts/culture reduces crime-particularity effective with juvenile delinquents." (p. 91)

⁵ Canadian Parks/Recreation Association. (1997). The Benefits Catalogue. Ontario: Bonanza Printing and Copying Centre, Inc.

"Searle's (1989) review of literature on the benefits of recreation showed from a study of remote northern Manitoba communities that there was a 17.39% reduction in crime by communities participating in the community sports program..." (p. 93)

"Recreation, sports, arts/culture can reduce racism-- building understanding between diverse cultures." (p. 96)

"Current research indicates that co-participation in leisure activities is positively related to family satisfaction, family interaction, and family stability." (p. 102)

"Recreation, sports and culture/arts produce leaders who serve their communities in many ways." (p. 104)

"Recreation supports families reducing the costs of social service-- intervention and foster care." (p. 119)

"Recreation reduces crime and social dysfunction reducing the police, justice, and incarceration costs." (p. 119)

POSSIBLE SOURCES OF FUNDING

Canada Trust Friends of the Environment Foundation

A non-profit organization established by Canada Trust that provides funding support for initiatives that make a positive impact on the Canadian environment. <http://www.td.com/fef/>

Canadian Race Relations Foundation

(National: Toronto, ON) Advances its mission, goals and objectives through its sponsorship program for Initiatives Against Racism. The Foundation's sponsorships are normally in the range of \$500 to \$5,000 per project. www.crr.ca

Canadian Women's Foundation (CWF) (National: Toronto, ON)

As Canada's first and only national public foundation for women and girls, CWF has earned a reputation as an organization that is accessible to grass-roots women's groups. CWF supports results-oriented solutions to the problems faced by women and girls. www.cdnwomen.org

Laidlaw Foundation (National: Toronto, ON)

Uses its human and financial resources in innovative ways to strengthen the environment for children, youth, and families, to enhance the opportunities for human development and creativity, and to sustain healthy communities and ecosystems. The Foundation is concentrating resources in three areas: youth engagement, performing arts, and environment. www.laidlawfdn.org

McLean Foundation (National: Toronto, ON)

The foundation makes grants in a wide range of areas, including arts, conservation, education, health and welfare. It maintains a flexible policy, with particular emphasis on projects showing promise of general social benefit but which may initially lack broad public appeal. www.mcleanfoundation.on.ca

Thomas Sill Foundation (Regional: Winnipeg, MB)

The Thomas Sill Foundation exists to provide encouragement and financial assistance to qualifying organizations operating in Manitoba that are working to advance the quality of life in the province. www.thomassillfoundation.com

New Horizons for Seniors (National)

Through Social Development Canada, this program provides funding for community-based projects across the country that encourage seniors to continue to play an important role in their community. Calls for applications are issued once or twice a year.

Air Canada

The company considers requests for donations from organizations working to improve the lives of Canada's youth as well as those conducting research into diseases. In some cases they make cash donations, in many others they donate promotional tickets. www.aircanada.ca

Manitoba Community Services Council

Manitoba Community Services role is to allocate funds and/or bingo events to Manitoba organizations qualifying as participants under the community services umbrella. It funds projects and services of recreation, health-related and social service organizations. www.mbcsc.ca

Canadian Tire

Canadian Tire believes that all kids should have the chance to run, skate, jump and grow. That is why they have created Canadian Tire Jumpstart, a community based charitable program from the Canadian Tire foundations for families that helps kids in financial need participate.

Aboriginal Business Canada's Youth Initiative

This initiative provides services and financial support to Canadian status and non-status Indians, Inuit and Metis between the ages of 18 and 29. Assistance to youth-owned businesses includes preparation of business plans, marketing and financing the start-up operation, expansion, modernization or acquisition of a commercially viable business, as well as business advisory services. For more info, contact the Aboriginal Business Canada office nearest you.

Youth Forums Canada

Youth Forums Canada provides funding to support projects that give Canadian youth (ages 15-30) an opportunity to connect with one another. (youth forums, workshops, conferences etc.) www.echanges.gc.ca

Manitoba Arts Council

Delivers an Artists in the Schools program designed to broaden and develop arts education in Manitoba schools by bringing together practicing professional artists of all artistic disciplines with students and teachers (K-12). Artists' proposals are selected by juries of professional artists and art educators. www.artscouncil.mb.ca

APPENDICES

Appendix A

SPORT MANITOBA TRAVEL ASSISTANCE GRANT

Category

(Please check the one grant under which you are applying for assistance)

- Athlete Travel Assistance – Provincial Team Program
- Athlete Travel Assistance – Provincial Championship
- Team Travel Assistance – Provincial Championship
- Coach/Official Travel Assistance – Seminars/Conferences
- Coach/Official Travel Assistance – Certification Course

Name: Faron Cook Sport: Basketball

Mailing Address: 27 Anywhere Road N.W. Postal Code: RON 5E7

Phone: (h) 204-555-5708 (w) 204-555-5709 (c)

E-mail: cfaron@hotmail.com Fax: 204-555-5710

Cheque payable to: Lookin' Basketball Team

Signature of Applicant: _____ Date: February 29/08

**** Please note that eligibility does not ensure assistance.**

Name of Program/Championship/Course: MHSAA Provincial Basketball Championships

Level of Course (if applicable): AAA

Location of Program/Championship/Course: Winnipeg Dates: March 20-24/08

Participants: # of Males 12 # of Females _____ Ages: 15 to 18

Distance from home community to host community: 311 kms

Total number of trips required: 3 Total km traveled 1888 - 300 km = 1588

Total Cost: \$3960.00

Revenue: School - \$1500.00

Travel Assistance Requested:

_____ kms x \$.10/ km (Individual) = \$ _____

_____ kms x \$.20/ km (team of 10 members or less) = \$ _____

1588 kms x \$.30/ km (team of 11-16 members) = \$ 476.40 or max

_____ kms x \$.40/ km (team of 17 members and up) = \$ _____

RESOURCES

Canadian Parks/Recreation Association. (1997). The Benefits Catalogue. Ontario: Bonanza Printing and Copying Centre, Inc.

Manitoba Department of Fitness, Recreation and Sport, Norman Region. How to Plan Successful Fundraising Events. Manitoba: Author.

Manitoba Culture, Heritage and Tourism, Recreation and Wellness Branch. (1998, December). Grants and Resource Manual. Manitoba: Author.

Nishnawbe Aski Nation Recreation Sub Committee. (2004). Recreation Resource Manual. Ontario: Author.

Ontario Ministry of Tourism and Recreation, Northeast Region. (1992). First Nations Recreation Development Project (pp. 89-90). Ontario: Author.

Also of interest:

www.pch.gc.ca/cp-pc/ComPartnE/pub_list.htm

Free books on fund raising and volunteers (including three by Ken Wyman) to download and print or order, thanks to the Canadian government.

www.sponsorship.ca

Lists corporate sponsors of arts and entertainment, sports, charitable causes, festivals and events.

www.fundsnetservices.com

Provides a listing of grants and fundraising resources for non profit organizations and schools.