

Funding Application
For
Partnership Grant

Capacity Building of Community Developer's Coalition for Evaluating
Community Development initiatives

Submitted to

United Way/Centraide Ottawa
c/o Jennifer Toth, Information Coordinator
106 Colonnade Road
Ottawa, ON
K2E 7P4

November, 2004

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PART 1- Application

Sponsoring Agency Contact Information

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|--|
| Official English name of agency: South East Ottawa Centre for a Healthy Community |
| Official French name of agency: Centre du Sud-Est D'Ottawa Pour Une Communauté en Santé |
| Official other name of agency: |

Total funding requested from United Way/Centraide Ottawa for all programs/initiatives in 2005:

in 2006 (for Community Fund only):

| |
|---|
| Executive Director's name: David Hole |
| Address: 1355 Bank Street, Ottawa, ON K1H 8K7 |
| Phone number: 613-737-5115, 613-737-7195 Ext: 414 |
| Fax number: 613-739-8199 |
| Email address: davidh@seochc.on.ca |
| Agency email address: info@seochc.on.ca |
| Web site address: www.seochc.on.ca |
| President's name: |
| President's address: |
| President's phone number: |
| President's email address: |
| Registered charitable number (include PR extension): |
| Total # of applications submitted by agency for Community Fund: Community Initiative Grants: Partnership Grants: |
| Preferred language of communication: <input checked="" type="checkbox"/> English <input type="checkbox"/> French |

Funding Application

PART A: Name of program or partnership initiative and type of funding.

English name: Community Health and Resource Centres Coalition.

French name: Coalition des centres de ressources et de santé communautaires d'Ottawa Coalition

Partnership Grants-

English name of lead organization: South East Ottawa Centre for a Healthy Community

French name of lead organization: Centre du Sud-Est D'Ottawa Pour Une
Communauté en Santé

List all member organizations within your partnership (or attach a complete list):

Carlington Community & Health Services

900 Merivale Road
Ottawa, Ontario K1Z 5Z8
(613) 722-4000, Web: www.carlington.ochc.org
Michael Birmingham, *Executive Director*



Centretown Community Health Centre

420 Cooper St.
Ottawa, Ontario K2P 2N6
(613) 233-4443 Web: www.centretownchc.org
Margarite Keeley, *Executive Director*



Cumberland Community Resource Centre

210 Centrum Blvd., Suite 211
Ottawa (Orléans) Ontario K1E 3V7
Tel: (613) 830-4357 Web: www.cumberlandcrc.ca
Thérèse Preston, *Executive Director*



Eastern Ottawa Resource Centre

Formerly Gloucester Centre for Community Resources
2339 Ogilvie Road, 2nd Floor
Ottawa (Gloucester) Ontario K1J 8M6
(613) 741-7029, Web: www.gccr.ca
Renée Ladouceur-Beauchamp, *Executive Director*



Hunt Club-Riverside Community Services Centre

3310 McCarthy Road
Ottawa, Ontario
(613) 247-1600 Web: www.huntclubriverside.ca
Kathy Secord, *Executive Director*

Lowertown Community Resource Centre

40 Cobourg St.
Ottawa, Ontario K1N 8Z6
(613) 789-3930 Web: Centre information:
Margot Arseneau, *Executive Director*



Nepean Community Resource Centre

3730 Richmond Road, Suite 106
Nepean, Ontario K2H 5B9
(613) 596-5626
www.ncrc.ca
Kim Bulger, *Executive Director*



Overbrook-Forbes Community Resource Centre

225 Donald Street, Unit 120
Ottawa, ON K1K 1N1
(613) 745-0073 Web: www.ofcrc.org
Simone Thibault, Executive Director



Pinecrest-Queensway Health & Community Services

1365 Richmond Road, 2nd Floor
Ottawa, Ontario K2B 6R7
(613) 820-4922 Web: www.pinecrest-queensway.com
Wanda MacDonald, Executive Director



Sandy Hill Community Health Centre

221 Nelson St.
Ottawa, Ontario K1N 1C7
(613) 789-1500 Web: www.sandyhillchc.on.ca
Karen Patzer, Executive Director



Somerset West Community Health Centre

55 Eccles Street
Ottawa, Ontario K1R 6S3
(613) 238-8210, Web: www.swchc.on.ca
Jack McCarthy, Executive Director



South East Ottawa Centre for a Healthy Community

1355 Bank Street, Suite 600
Ottawa, Ontario K1H-8K7
(613) 737-5115 Web: www.seochc.on.ca (in development)
David Hole, Executive Director



Vanier Community Services Centre

290 Dupuis Street
Ottawa (Vanier) Ontario K1L 1A2
(613) 744-2892 Web: www.cscvanier.com
Michel Gervais, Executive Director



Western Ottawa Community Resource Centre

2 MacNeil Court
Ottawa (Kanata) Ontario K2L 4H7
(613) 591-3686 Web: www.communityresourcecentre.ca
Cathy Jordan, Executive Director



Please check (X) one of the following:

- Community Fund
- Community Initiative Grant
- Partnership Grant

PART B: Contact information for the partnership initiative you are applying for.

| | |
|-----------------|----------------------------|
| Name: | Abid Jan |
| Title/Position: | Community Developer SEOCHC |
| Email: | abidj@seoche.on.ca |
| Phone #: | 613-737-7195 Ext: 409 |
| Fax #: | 613-739-8199 |

PART C: Program information for Partnership Grant initiative.

All applicants must complete questions 1 through 9:

1. Date this program or partnership was established, or, for new programs, when will it be established:

The **Community Health and Resource Centres Coalition** is a network of community-based health and resource centres some of which came into existence in the late sixties and early seventies. By the early 1980s, over half a dozen Centres were operating, enough to spark a new self consciousness about their ideology. We see several joint initiatives during this phase such as: 1) a March 1980 workshop on “the goals of Community Service Centres” with representatives from seven centres;¹ 2) an Association of Community Service Centres which began meeting sometime between that workshop and 1982;² and the first history and overview of the centres, prepared in May 1983 for the Region.³

Since the 1980s, we see these centres working in concert, particularly their boards through the Association of Community Resource Centres.

Coalition of Community Developers is a sub-group of Community Health and Resource Centres which takes on one or two joint projects a year, such as promoting citizen participation in municipal elections or organizing the 1997-98 “people’s hearings” into the impact of welfare cuts. The Community Developers Coalition was formed in 1990 in response to an identified need to carry out joint community action and engaging the community in its civic duties.

2. Please describe the need for your program or partnership initiative (max. 25 words):

By its nature, community development work is difficult to measure. The results are often realized over time. Immediate outcomes are infrequent. Efforts are typically “behind scenes.” Therefore, the need is to effectively evaluate the Coalition’s Community Development work throughout the process of program delivery and to measure the impact of its initiatives.

¹ Regional SSD Archives, Community Services KW-09714

² By the July 8 1982 meeting of Regional Council, an Association existed and was expressing concern about seconded workers.

³ See Francies Tanner, “COMMUNITY SERVICE CENTRES OF OTTAWA-CARLETON: A HISTORY,” 1999.

3. Please describe the target population that will directly benefit from your program or partnership initiative:

Since CH&RCs serve neighbourhoods ranging from the inner city neighborhoods, through the suburbs, to the rural areas of the City of Ottawa, a wide range of population groups will directly benefit from this initiative.

4. Please describe your program or partnership initiative objectives (max.75 words):

- a) To develop a broad framework for evaluating Community Developers' work and strengthen their focus in delivering best practices for increasing community capacity.
- b) To develop participatory evaluation tools for measuring the impact of capacity development, advocacy and social action work of Community Developers across the city.
- c) To ensure involvement of community members in measuring and improving the quality of community development work.
- d) To expand existing community development/social planning networks to include participation of key informants related to evaluation strategies/tools.
- e) To share and exchange knowledge about evaluation and impact assessment of different community development initiatives

5. a) Which one of the following UW/CO outcomes does your program or partnership initiative endeavor to support (please note that you will be requested to report on your progress towards the outcome you select):

Increased positive social skills, self-esteem and confidence for children and youth.

Increased engagement in school and learning.

Improved parenting knowledge, resources and skills.

Improved healthy behavior for at-risk youth.

Increased autonomy and independent living for seniors.

Seniors, families and/or caregivers access effective supports.

Increased participation of seniors in recreational, social, cultural and daily activities.

Increased autonomy and improved quality of life for people with disabilities.

Increased participation of people with disabilities in recreational, social, cultural and daily activities.

Increased community awareness and sensitivity to disability issues.

Individuals/families have sufficient support and/or resources to maintain or regain stability in their lives.

Increased effective support and interventions for people experiencing crisis.

Increased effective support and increased safety for victims of violence, especially women and children.

Homeless individuals or those at risk have effective supports to gain or maintain stable housing.

Improved participation of immigrants in all aspects of the community, including labour force, volunteerism and civic engagement.

Increased community awareness of the challenges faced and contributions made by immigrants.

Improved inclusion and integration of immigrants in the community.

Increased volunteerism and civic engagement in the community.

Increased capacity of

Community has access to

agencies and neighbourhoods
to recognize and respond to their
changing community needs.

information and resources
regarding community services and
issues.

5. b) **United Way/Centraide Ottawa has identified a special initiative related to First Nation, Métis and Inuit populations in our community. Does your program or initiative primarily provide service in this area?** Yes No

6. **Are there additional outcomes from the above list that your program or partnership initiative addresses? If so, please list up to two outcomes.**

Community has access to information and resources regarding community services and issues

Increased volunteerism and civic engagement in the community.

This project would help a number of stakeholders (i.e. by sharing the tools with other community organizations).

7. **a) What tools (e.g. survey, interviews, focus groups) do you use to evaluate your program?**

Project specific evaluation systems, reflecting pre-determined indicators, evaluation forms, and success stories.

b) How often does/will this data collection occur?

During the course of the interactive process of the project, we will prepare quarterly monitoring and evaluation reports. Final evaluation of the process will be carried out at the end and its impact would be gauged in the subsequent year of the community developers' work.

8. **What changes in your client group will be tracked to determine if the intended benefit has been achieved?**

- a) Changes in the way activities are planned.
- b) Work patterns of the Community Developers
- c) Difference in the methods of implementation
- d) Level of communities' participation and response
- e) Difference in the results of similar activities in comparison to previous years.
- f) Frequency and quality of the evaluation reports
- g) Feedback of the recipients of these reports and impact studies
- h) Increase in information sharing, especially evaluation instruments
- i) CDers increased capacity to measure the impact of their initiatives

9. **Are there similar services or partnerships in the community that are working towards similar outcomes? If yes, how does your program or partnership initiative collaborate with and differ from these groups?**

Community Based Research Network of Ottawa (CBRNO) has initiated a set of Peer Learning Programs. The first one, held in the fall of 2004, focused on how to evaluate community development activities. This project will go one step further and develop a broader evaluation framework for community developers' work and learn more about participatory evaluation tools to evaluate their individual projects as well as the impact of their joint campaigns.

An Advisory Committee for the project has been proposed, comprised of representatives from: the Community Developers, Social Planning Council, CBRNO and evaluation experts from University of Ottawa and/or Carleton University. Gradually links will be established with other forums and networks (inside and outside of Ottawa) that are working on similar issues, in order to share knowledge and expertise.

Required questions to be completed by **Partnership Grant** applicants only:

14. Please briefly describe your partnership's governance, ways of working and decision-making process (max. 75 words):

The CCH & RC of Ottawa ID is comprised of six CHCs and eight CRCs connecting a city-wide network. Executive Directors of the member organizations regularly meet. These partnerships are extremely effective in planning and coordinating the delivery of services, ensuring that both resources and access are optimized for all residents of the City.

The Sub group of Community Developers is co-chaired by two Community Developers, and has its own sub-committees such as Hydro, Housing, etc.. All decisions are made through consensus. This Coalition is accountable to the CHC Executive Directors' Coalition. A formal link is made to the EDs by the CDs chairpersons, and CD Coalition regularly shares minutes of its meetings and annual planning with the EDs. In addition, each CD is responsible for reporting the directions and activities of the CD coalition to their respective Executive Directors.

15. Tell us about your partnership's key accomplishments (max. 75 words):

- From a successful campaign to protest "CAP ON CAP" in July 1990 to the 2004 Municipal elections, the CDers Coalition plays a key role in planning and mobilizing community campaigns on poverty, budget, hydro, homelessness and affordable housing.
- Organized the 1997-98 "People's Hearings" to document the impact of welfare cuts. The Task Force on Poverty initiative also emerged from the hearings which came up with mid and final report and recommendations.
- Undertook awareness raising campaigns and engaged large numbers of community members in dialoguing with the candidates for the recent municipal, provincial and federal elections.
- Continues to play a key role in capacity building of neighborhood community organizations and tenants associations.

16. How will your initiative contribute to your partnership's capacity now and in the future?

It will increase the capacity of Community Developers to not only evaluate progress and assess the impact of their work, but also to plan effectively and understand how to determine the impact of their work, which is often intangible and difficult to measure. The more systematically Community Developers evaluate the work, the more effectively they will be able to plan together, while at the same time, building clear evidence of the impact of their efforts in contributing to a safe, just and healthy life for all in the community.

Improved evaluation skills of Community Developers and tools will help CHCs focus services more effectively and increase the community's capacity to respond.

One of the most valuable longer term outcomes of this project will be an enhanced capacity of CHCs and CRCs (OR DO YOU MEAN COMMUNITY DEVELOPERS?) to work together on common issues, and foster a sense of solidarity and common purpose.

Interaction with other Coalitions such as CBRNO and members of Social Planning Council has motivated Coalition members to engage in similar joint ventures in the future.

In the long run, the coalition of Community Developers will be able to plan their work more effectively and be able to demonstrate impact through ongoing evaluation systems.

PART D: Funding request.

What is the total amount requested for this Partnership Grant initiative?

Community Fund in 2005: _____ in 2006: _____
Community Initiative Grant or Partnership Grant in 2005: _____

Is this a first time request for funding for this program/initiative? Yes No

If yes, please tell us why you are requesting UW/CO funds at this time, including how the program/initiative has been funded in the past.

This is the first initiative of its kind by the Coalition of Community Developers. As noted earlier, the idea solidified in the process of participating, during the fall of 2004, in the Peer Learning Program initiated by the Social Planning Council and the Community Based Research Network of Ottawa (CBRNO). It became clear that we needed to deepen our understanding, develop a broad evaluation framework and generate a set of tools in doing our work. The timing is ideal, as collectively, members of the Coalition recognized the importance of taking advantage of the momentum built up over the past few months and strengthen participation. The output of the project would definitely enable the Coalition as well as individual member organizations to respond to changing conditions and emerging needs at the community level.

The overall goal is to increase the capacity of the Coalition of Community Health and Resource Centres to assess and demonstrate the overall contribution and impact of community developers' as well as community development work to contribute to a safe, just and healthy life for Ottawa communities.

The timeline for proposed project is:

1. **Months 1 and 2:** a) Hire an evaluation consultant to provide ongoing expertise and support throughout the process.
b) Form an Advisory Committee and develop terms of reference (Attached See letters of support) **Months 3 and 4:** The consultant will provide leadership in an interactive process of exploring existing evaluation frameworks and deciding which one, or combination, would work best in the Ottawa context. He/she will design and facilitate two training workshops to improve the evaluation skills of CDers. The outcome will be a set of evaluation tools and an action plan for pre-testing them. **Months 5, 6 and 7:** CDers will pretest the tools and participate in ongoing discussion and sharing of their results.
2. **Months 8 and 9:** Analysis of the results obtained during the pre-testing phase. Deliberation on possible reporting formats would take place during this time.

3. **Months 10, 11 and 12.** All products of the project would be refined in the light of discussions, field experience and feedback from other colleagues and communities. A full day retreat/conference will be organized in Month 12 to consolidate the results of their work and plan follow up activities. Arrangements would also be made to disseminate evaluation tools to other community development organization in Ottawa

Lead Organization: SEOCHC would be the lead organization in finalizing the proposal, managing funds internally and overseeing the contract. The Community Developer at SEOCHC will be the project lead supported by the co-chairs of the CDers coalition and the advisory committee.

For currently **funded Community Fund** applicants ...

Are you applying for **renewal** in funding? Yes No

If yes, has your program changed in the way in which it has been delivered during the past 2 years? If so, how (max. 75 words)?

Are you applying for an **increase** in funding? Yes No

Amount of increase in 2005:

in 2006:

If yes, please provide a rationale for the requested increase (max 75 words).

Logic Model

Building a Logic Model:

| Program Plan | | | | Outcome Plan | | |
|--|---|--|--|--|--|--|
| Target Group <i>Who we reach</i> | Activities <i>What we do</i> | Inputs <i>What we invest</i> | Outputs <i>What we deliver</i> | <i>Outcome Statement</i> | | |
| | | | | <i>“Learning”</i> → | <i>“Action”</i> → | <i>“Conditions”</i> |
| Client Group | Activities, Tasks | Resources | Deliverables | Short-Term (Impact) | Intermediate (Impact) | Long-Term (Impact) |
| <ul style="list-style-type: none"> ➤ Middle and low income communities in Ottawa, including new immigrant, youth, children, seniors, people with special needs, francophone and people with special needs. ➤ CDers ➤ CHCs ➤ CRCs ➤ Partners, such as SPC and CBRNO | <ul style="list-style-type: none"> ➤ Initial assessment of CDers work ➤ Workshops ➤ Monthly progress review meetings ➤ Develop evaluation framework and tools ➤ Pre-testing of tools ➤ Analyzing results. ➤ Setting analysis and evaluation reporting procedures ➤ Refining the products ➤ Holding a one day retreat ➤ Information/results sharing workshop with the community and community development partners | <ul style="list-style-type: none"> ➤ Evaluation expert (consultant) ➤ Time of CDers ➤ Time and expertise shared by the Advisory Committee ➤ Money to pay consultancy fee, workshops, survey, reporting and meetings costs ➤ Training and reporting materials ➤ Equipment and technology for interactive training sessions ➤ Partners for Advisory group and pooling resources | Deliverables would be (1) evaluation framework for community development programs and activities (2) Participatory Evaluation Tools for individual projects and collections programs that the CDers undertake, (3) Evaluation Report re: current practices, (4) One Conference/retreat at the end as an opportunity for knowledge exchange, (5) Plan to build community capacity. | <ul style="list-style-type: none"> o Increase in CDers knowledge about evaluation and impact assessment o Increased awareness of a variety of evaluation frameworks o Change in Attitudes towards, and understanding and of the importance of measuring evaluation processes and impacts o Increase in CDers skills in evaluating the impacts of their work. o Strengthened networking with other organizations would be strengthened o Motivation to work together for a wider impact will grow | <ul style="list-style-type: none"> o CDers’ know how to use interactive tools in evaluating their work o Adapt an impact oriented approach towards undertaking projects. | <ul style="list-style-type: none"> ➤ Increased capacity of the Coalition of CH & RC and CDers to assess and demonstrate the overall contribution and impact of community development. ➤ Enhanced planning skills ➤ Community more actively involved in, and benefiting from community development programs. |

Logic Model Outline:

| Program Plan | | | | Outcome Plan | | |
|-------------------------------------|---|---|---|---|--|---|
| Target Group <i>Who we reach</i> | Activities <i>What we do</i> | Inputs <i>What we invest</i> | Outputs <i>What we deliver</i> | Outcome Statement | | |
| | | | | “Learning” → | “Action” → | “Conditions” |
| | | | | | | |
| Client Group | Activities, Tasks | Resources | Deliverables | Short-Term | Intermediate (Impact) | Long-Term (Impact) |
| Community Developers | <ul style="list-style-type: none"> • Share their individual and collective work plans, background and activities with the consultant. • Jointly work to study different evaluation frameworks. • Participate in monthly information sharing meetings and consultative workshop. • Engage in pre-testing of tools. • Analyzing the results of pre-testing. • Preparing report. • Participate in refining tools • Developing community development plan. • Sharing the results with others | <ul style="list-style-type: none"> • Time AND EXPERTISE • Administrative assistance in all in-house and field activities such as meetings, workshops and evaluation studies in the pre-testing phase. | <p><i>(1) Evaluation framework for community development programs and activities</i></p> <p><i>(2) Participatory Evaluation Tools for individual projects and collective programs that the CDers undertake,</i></p> <p><i>(3) Evaluation Report</i></p> | <ul style="list-style-type: none"> o Increase in CDers knowledge about evaluation and impact assessment o Attitudes towards undertaking different activities would change as the an evaluation perspective would be added to the outlook o Awareness about different model of evaluation would enhance | <ul style="list-style-type: none"> o CDers’ increased capacity to evaluate their work | <p>Increased capacity of the Coalition of CH & RC and CDers to assess and demonstrate the impact' of their work and also enhance their project planning skills, thus benefiting the community by the Coalition being able to deliver more refined, more successful programs/projects/ strategies in working with them. that their resources are used more sufficiently.</p> |

| | | | | | | |
|------------------------------|---|--|---|---|--|--|
| CHCs and CRCs | | <ul style="list-style-type: none"> • As a project management and coordination organization, SEOCHC would be providing full administrative and accounting related support for managing funds, hiring consultant, etc. • Other CHCs & CRCs would provide office space for monthly meetings and workshops | <p><i>All project activities successful implemented</i></p> <p><i>Financial reports prepared and shared with the donor</i></p> | <ul style="list-style-type: none"> o Social Network with other organizations would be strengthened | <ul style="list-style-type: none"> o Adapt an impact oriented approach towards undertaking projects. | |
| Community and other partners | <p>Advisory Committee meetings.</p> <p>Pre-testing of tools in the community</p> <p>Information sharing workshop in the community</p> <p>Capacity Development plan with the community</p> | <p>CBRNO, SPC and other advisors from Univ. Of Ottawa and Carleton would invest their time and provide valuable guidance.</p> | <p><i>Shared the resultant tools with others through CBRN Web site.</i></p> <p><i>Plan to build community capacity finalized.</i></p> | <ul style="list-style-type: none"> o Motivation to work together for a wider impact will grow | <ul style="list-style-type: none"> o Results in improved community's capacity to get organized and respond accordingly to the emerging needs. | <ul style="list-style-type: none"> ➤ Community more positively involved and reaping fruits of focused development programs. |

PART 3- Appendices

Appendix A: Budget Instructions

- **Please complete and return the budget along with your funding application;**
- **The budget can be found in MS Excel format online at: <http://www.unitedwayottawa.ca/english/funding/funding.htm>, beside the funding application form;**
- **If you do not have access to MS Excel but would like to complete the budget form electronically, please contact Jennifer Toth at 228-6700 ext. 6001. Every effort will be made to assist you in accessing a computer and to provide technical support in completing the budget;**
- **If you would prefer to receive a hard copy of the budget form, please contact Jennifer Toth, and one will be sent to you by mail or by fax;**

Please note that this year's budget also includes a section related to Agency in-kind contributions, which are considered in the total value of the proposed program (this is done automatically in the Excel version).

PART 4- Checklist

Mandatory Requirements For Funding

Is your application complete? To ensure consideration for funding, UW/CO has provided you with a checklist outlining all the necessary documents that must be included in your final application package and **submitted no later than 4:30 p.m. December 1st, 2004.**

Checklist:

- Completed agency contact information including registered charitable number and/or name and registered charitable number of sponsoring agency;
- Completed funding application form for each program or partnership initiative;
- Completed logic model for each program or partnership initiative;
- Completed Appendix A- Budget for each program or partnership initiative;
- Completed Appendix B for agencies not presently receiving funding support under Community Fund from UW/CO.

Please include the following documents with your completed application:

- List of current board members for 2004-2005;
- Most recent AGM minutes and dates of next meeting;
- Most recent annual report;
- Most recent audited financial statements (for both sponsored and sponsoring agency if applicable, and/or unofficial audited financial statements for sponsored agencies);
- Name & contact information of two references UW/CO can contact for further information;
- Completed checklist and signature block.

Signature Block

Conditions for funding and signatures. *Please read and sign below.*

1. The information provided in this application is accurate and complete.
2. If funding is approved, our agency agrees to use the funds to support only the program(s)/initiative(s) listed within this application.
3. If funding is approved, our agency agrees to provide United Way/Centraide Ottawa with a yearly program report, updated logic models and outcome information, and annual audited financial statements by the date(s) requested.

Executive Director Name

Executive Director Signature

Date

Board Member Name

Board Member Signature

Date

To be completed only if an applicant is sponsored by another organization:

The signature below demonstrates willingness by the sponsoring organization to manage finances provided by United Way/Centraide Ottawa on behalf of the applicant organization and agrees to support the sponsored organization throughout the duration of the funding term.

Sponsoring Organization Executive Director Name

Sponsoring Organization Executive Director Signature

Date

