



**FUND DISTRIBUTION COMMITTEE
REPORT # 4: IMPLEMENTATION PLAN OF
NEW FUNDING PRIORITIES AND
REVISED FUND DISTRIBUTION POLICIES AND PROCEDURES
SEPTEMBER 19, 2005**

1. Background

The Board of Directors of United Way of York Region (“UWYR”) has commissioned the Fund Distribution Committee (“FDC”) to carry out the following two tasks and report to the Board:

- Review of the Fund Distribution Policies and Procedures;
- Development of Expected Outcomes of Funded Programs According to the New Funding Priorities.

The FDC has accomplished the above two tasks. Respective reports on the two tasks are ready for consideration by the Board. The reports recommend major and significant changes which will impact member/funded agencies and UWYR. It is prudent for UWYR to adopt a plan that will implement the recommended changes in a smooth and compassionate manner. This report will recommend necessary steps for the implementation plan.

2. Principles of Implementation

To manage change is challenging, and requires thorough planning and effective communication. A mechanism to register feedback arising from the change process and allow room for adjustments without violating the original purposes of changes has to be in place. The FDC is committed to upholding the following principles in implementing the above reports and the associated changes.

- The fundamental reason leading to all changes raised in the reports is to ensure the most effective use of UWYR funding in meeting identified community needs and improve the fund distribution process which involves both UWYR and its member/funded agencies. Reports on New Funding Priorities and Revised Fund Distribution Policies and Procedures should be implemented simultaneously and under one implementation plan. Numerous recommendations and associated changes are interrelated.

- Effective and open communication with UWYR member/funded agencies has to be established and maintained. A mechanism is required to collect feedback from agencies arising from the implementation. UWYR must be compassionate to the agencies' feedback, and must consider modifications to the implementation procedures if necessary. Sufficient time must be given to member/funded agencies to comprehend and engage in the implementation process. Appropriate training and resources are required to support both UWYR and member/funded agencies in order to execute the required changes effectively.
- The implementation process has to be fair and transparent.

3. Activities and Timelines

Phase 1: Announcement of the Changes

Completion Dates (Actual dates of the activities to be determined)	Activities
September 19, 2005	<ul style="list-style-type: none"> • UWYR Board of Directors approves the reports on “New Funding Priorities”, “Revised Fund Distribution Policies and Procedures” and “Implementation Plan”
September 29, 2005	<ul style="list-style-type: none"> • All 37 UWYR member agencies and 3 agencies receiving Community Initiatives Funding attend a meeting to receive the above reports. Members of FDC and UWYR staff will present the rationale and process of the review and highlights of the changes. Another information session will be held a week later for agencies to raise specific questions on the reports. • A communications plan will be in place in the event there is public or media interest on the reports.
October 7, 2005	<ul style="list-style-type: none"> • An information session is held for all member/funded agencies to discuss their questions on: <ul style="list-style-type: none"> ○ New Funding Priorities; ○ Revised Fund Distribution Policies and Procedures; ○ Implementation Plan. • Agencies will be assured that: <ul style="list-style-type: none"> ○ Agencies feedback on the implementation of the changes will be carefully considered by UWYR for reasonable modifications. ○ If an agency is unable to comply with the new funding priorities and revised fund distribution policies and procedures in its upcoming funding applications, there will be a maximum of <u>one year</u> for it to implement further changes for compliance. ○ UWYR will continue to provide training and support to agencies so they may be able to comply with the changes.

Phase 2: 2006-2007 Funding Applications

Completion Dates (Actual dates of the activities to be determined)	Activities
October 28, 2005	<ul style="list-style-type: none"> • The funding application package for 2006-2007 Community Fund is released to 21 member agencies which are due to apply for the funding. All new funding priorities and revised fund distribution policies and procedures will be executed. • The funding agreements for the remaining 16 member agencies which were reviewed in 2005 will be extended for another year starting April 1, 2006. This group of agencies will be due to apply for Community Fund according to the new funding priorities and revised fund distribution policies and procedures in December 2006.
December 9, 2005	<ul style="list-style-type: none"> • All 2006-2007 Community Fund applications are returned to UWYR.
February 3, 2006	<ul style="list-style-type: none"> • All 2006-2007 Community Fund applications are reviewed by UWYR Citizen Review Panels (“CRP”). CRP will also collect agencies’ feedback arising from the implementation of changes in the fund distribution process. • For agencies that comply with all the new fund distribution criteria, CRPs will recommend 2 or 3 year funding agreement for Community Fund. These agencies will also be allowed to apply for other grant streams if funding is available. • For an agency that is unable to comply with the new fund distribution criteria, CRPs will recommend a maximum of one year for such agency to modify its organizations and programs for fulfilling the criteria given that it is able to demonstrate its efforts to comply with the new criteria. These agencies will be given one-year funding agreements for Community Fund in support of programs that they apply for funding. CRP will also recommend to the FDC the type of support that agencies will need to successfully pursue compliance.
March 3, 2006	<ul style="list-style-type: none"> • The FDC reviews all recommendations from CRPs. • The FDC formulates and submits fund distribution recommendations for 2006-2007 Community Fund to the Board of Directors. • The FDC will consider agencies’ feedback arising from implementing the new funding priorities and revised fund distribution policies and procedures collected by CRP, and prepare a report for the Board. If there is need for modifications, they are discussed in the report. • The FDC meets with UWYR Finance Committee to determine if funding is available to support other grant streams in 2006-2007.
March 20, 2006	<ul style="list-style-type: none"> • The Board decides on the distribution of 2006-2007 Community Fund recommended by the FDC. • The Board will decide if funding will be available for other grant streams in 2006-2007.
March 27, 2006	<ul style="list-style-type: none"> • Agencies are informed of the results of their 2006-2007 Community

	Fund applications.
April 1, 2006	<ul style="list-style-type: none"> If funding is available, agencies will be advised of 2006-2007 grant streams available.
May 6, 2006	<ul style="list-style-type: none"> All applications for 2006-2007 grant streams from agencies are returned to UWYR.
May 21, 2006	<ul style="list-style-type: none"> All applications for 2006-2007 grant streams are reviewed by the FDC sub-committee on grant streams.
June 5, 2006	<ul style="list-style-type: none"> The FDC prepares its recommendations for 2006-2007 grant streams applications.
June 19, 2006	<ul style="list-style-type: none"> The Board decides on the allocation of 2006-2007 grant streams.
June 26, 2006	<ul style="list-style-type: none"> Agencies are informed of the results of their 2006-2007 grant streams applications.

Phase 3: 2007-2008 Funding Applications

The FDC will review the feedback from those member agencies reviewed in 2006-2007 with a view to incorporating such changes as are believed to be appropriate. Changes to the process will be presented to the Board for review and approval.

The above 2006-2007 funding application activities and timelines will be repeated unless modifications are approved by the Board.

16 agencies that were reviewed in 2005 will be due to submit their applications for Community Fund.

Other agencies, that have been reviewed in 2006 but given a one year funding agreement, will need to apply. If they fail to meet the new criteria again, UWYR may not renew their funding.