

Introduction to Grant Writing

564	Less: Accumulated Depreciation	\$ -	\$ -	\$ (600.00)	\$ (1,200.00)	\$ (1,800.00)
565	Equipment & Machinery	\$ 5,000.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00
566	Less: Accumulated Depreciation	\$ (1,666.67)	\$ (8,533.33)	\$ (15,400.00)	\$ (25,600.00)	\$ (25,600.00)
567	Total Fixed Assets	\$ 3,333.33	\$ 22,066.67	\$ 17,600.00	\$ 6,200.00	\$ 6,200.00
568	Research & Development	\$ -	\$ -	\$ -	\$ -	\$ -
569	Goodwill	\$ -	\$ -	\$ -	\$ -	\$ -
570	Total Assets	\$ 11,201.91	\$ 43,186.78	\$ 37,067.78	\$ 75.18	\$ 75.18
571	Total Liabilities	\$ 1,250.48	\$ 82,955.25	\$ 148,414.34	\$ 159,275.32	\$ 165,160.44
572	Total Assets	\$ 11,201.91	\$ 43,186.78	\$ 37,067.78	\$ 75.18	\$ 75.18
573	Total Liabilities	\$ 1,250.48	\$ 82,955.25	\$ 148,414.34	\$ 159,275.32	\$ 165,160.44
574	Total Equity	\$ 10,000.00	\$ 35,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
575	Liabilities - Current	\$ 1,250.48	\$ 82,955.25	\$ 148,414.34	\$ 159,275.32	\$ 165,160.44
576	Bank Loans - Line of Credit	\$ -	\$ 76,785.06	\$ 142,827.75	\$ 4.02	\$ 4.02
577	Accounts Payable	\$ 48.00	\$ -	\$ 250.59	\$ 51.39	\$ 51.39
578	Accounts Receivable	\$ -	\$ -	\$ 5,336.00	\$ -	\$ -
579	Taxes Payable	\$ -	\$ -	\$ -	\$ -	\$ -
580	Total Current Liabilities	\$ 1,250.48	\$ 82,955.25	\$ 148,414.34	\$ 159,275.32	\$ 165,160.44

LIFTOFF!

Launch Your Business



One of the major challenges for entrepreneurs is finding the money to start a business. A potential source for funding is to explore available grants to help you get launched, which is why many would-be entrepreneurs need business planning to prepare themselves for a potential grant application. It does not matter if you are planning a new business or you want to expand an existing business, or even add new projects or products to an existing company, a business plan is a recommended first step.

Partners, investors, sponsors, or funding resources want to see a carefully prepared plan of action. Basic information in a spreadsheet format that details the business and its value points are key components of a **LIFTOFF!** business plan, while graphs, models and projections are assets that make a business plan more readily understood.

It is not true that working for yourself is easy, but the efforts are usually rewarding once you can turn a profit. Time management and juggling obligations can be challenging, but you get to do what you have a passion for, and you make the decisions that impact your future (good or bad) rather than someone you report to (who most likely does not have **your** best interests at heart). You get to compete on a level playing field with others who serve the same customer base, without the politics and back-stabbing in an office setting.

You control your unique selling proposition (USP) that increases your success potential. The first point of business is to express that USP in order to get your business launched. Entrepreneur skills are not typically learned in college, but from actual work experience. It may be prudent to obtain expert input before launching a business: obtaining funding may depend on that experience, even through expert advisors to support management.

Entrepreneurs can own (or participate in) as many businesses as they want, without any restriction on age, gender, ethnicity, you name it. If you have the drive and stamina for a business, you are on your way, provided you can arrange funding required to get started.

One of the funding sources to be considered is (a) grant(s) from private as well as government sources, subject to qualifications that may restrict who can receive certain funding, but generally funding is available for most entrepreneurs. Part of the challenge is timing: funding tends to become available in the spring, and gradually diminish until exhausted by year-end. It is important to know when specific funding becomes available, and to apply in time to be considered for funding.

Be clear about a unique product or service – show how this is going to make a difference and how it will give you a competitive advantage. Early investment opportunities or new product inventions are the big money makers, but make sure your management style is compatible with your business plan.

LIFTOFF! features more than basic business planning: it includes marketing planning to evaluate your products and services, and how you will draw attention to what you have to offer. It also includes specialized project planning to help you to determine the effort and cost involved in establishing a physical business location, which can add up to sink a business venture before it gets the chance to open their doors to patrons. You can also use this for business cases to justify the purchase of major assets for which funding must be requested.

- If you want to improve the performance of a retail location, you may ask for funding to improve point-of-sale options, which may enable credit card or direct deposit payments that streamline your checkout lines.
- In a service business you can ask for payment before delivering merchandise or services, so you can avoid the overhead of Accounts Receivable (or the cost of factoring), and funding requirements. Consider all the options before you consider applying for grants – those simply make it easier to acquire upgraded equipment, but don't paint yourself into a make-or-break corner.

Human resources planning is also part of a business plan. Starting with the key resources that provide the core skills-set for the business, **LIFTOFF!** also supports generic plans for office resources and/or retail/service/hospitality resources that may work in shifts, so you establish the potential payroll liability even for a start-up business. This is about the total payroll cost, not about the qualifications of candidates that may be hired to fill those jobs.

Family-owned and operated small business ventures tend to work well. Income flows into the family, while members perform multiple roles among them. This option is limiting for plans to increase total production capacity. You may also identify cost-saving measures: payroll cutbacks generally increase cash flow. How work is allocated, and how positions are rotated, impact on staffing needs, can sometimes be improved with strategies where some individuals are trained to cover multiple responsibilities.

Hired resources must have a clear understanding of your business vision to carry out their tasks, so you must hire on account of skills and compatibility: be prepared to provide strong management that can back you up (unless you want to be in your business during all your waking hours). All kinds of strategic decisions must be explored in preparation for knowing what level of funding you might apply for.

If you purchase an existing business operation, ask for their accounting information and implement a **LIFTOFF!** business plan based on those numbers. You want clear input on what that business is worth as compared to what the owner may be asking for. You want to confirm that the stated profitability is achievable under ***your*** model. When you inherit financial obligations make sure that there are no liens, levies or loans against the business that will transfer to you.

There is no merit in being over-anxious to buy a business, of the current owner is reluctant to show the facts then look for another opportunity. Look at the physical assets, like the building, and determine if ownership is truly a benefit for you, or an unnecessary expense that could restrict future expansion plans, or potential as rental income from non-competing businesses.

Grant Writing Process

Writing a successful grant application is more art than the "science" of being evaluated, so how you present the application consistent with the requirements of the funding source is critical to make or break an application. Our goal is to improve the odds to successfully compete with other requesters for a slice of limited funds. The basic success strategy is to avoid mistakes that can disqualify a request, including insufficient supporting evidence that makes the request ineligible by the rules of the funding source. While great writing is no guarantee for success, bad writing is a guarantee for failure. The biggest obstacle tends to be misunderstanding the goals and objectives of the funding source to target a special cause or class of beneficiaries through funding business ventures. Entrepreneurs that fall into that category can proceed with an application, all others need not bother to.

Read the latest versions of Guidebooks, Guidelines, and Application Forms carefully so you can follow them exactly. Confirm your proposal "fits" with the mission of a funding source and that your objectives match: make this "match" explicit in your written application. If in doubt or you have questions, contact the relevant granting source who that someone to answer your questions and provide help. For example, you want to know their typical funding level, so you can create a reasonable budget. See if you can find previous prior applications that may give you "insider" information on how a funding source works, and what "sells" them to grant funding. Before you jump into writing a proposal for clients it is important that you understand their needs, so you can formulate and clarify the ideas in the proper terms for the funding source but keep an eye on the timetable: most grant requests have a specific application period that you cannot change to suit your project.

Make sure the client has a clear, concise and testable hypothesis so that their objectives and aims are focused and ask questions as required. For example, how do they define or design experiments or models that illustrate their hypothesis? Do you have access to any previous work (evidence) that can be included in the appendix? If there are publications of related work, these can also be cited (or appended) to help make your grant request a more attractive investment. Beta test results (and the availability of a demo) can also be a good source of evidence that your project is ready for the next stage subject to funding. Evidence lowers the risk to the funding source. If you can obtain testimonials about the principals in the requesting business that may also instill confidence in the request.

To substantiate the need for funding, a **LIFTOFF!** business plan showing the impact that funding will have on the business potential is not only helpful but required for many major funding sources. Think of a grant as a loan that does not have to be repaid (like most of the other sources of funds) and create the same supporting documentation, using a level of funding that is in line with the grants that the funding source normally approves. If the strategy is to pursue grant requests with multiple sources, make sure you change this to reflect the potential grants from each source.

The advantage of grant requests over other proposals (like responding to a Request For Proposal) is that they have a fixed window of time during which proposals are accepted, so you can avoid the frenetic atmosphere of collecting evidence and composing proposal responses to attract business. In the example following, the intent is to illustrate how the project itself can be timed so that aspects of importance to the grant request become just additional work activity blended in with the major project development effort. The major caveat is that fixed window when funds may be available: the project timelines must be such that prerequisites can be satisfied in time for the funding request to be submitted.

Treat the grant request as part of a project with distinct phases, working backwards from the due-date, so you will be ready in time for the grant request window:

Timeline: **To-Do list:**

- Due-365 Consider the project and balance certainty with innovation and proper risk tolerance: this can be related to something the business is experiencing as a challenge. Identify possible outcomes using a **LIFTOFF!** business plan to show how technology can solve these challenges. Focus on those cases that show the most promise to support a potential grant request.
- Due-270 Refine the details of the selected solution(s) or new opportunity and collect evidence in support of your proposal. Eliminate as best possible any doubt reviewers may have that your proposal is feasible and provide reassurance that the business plan outcome is achievable.
- Due-180 Sketch out an early draft of what your grant request will focus on. This is potentially an iterative process where the grant writer interviews the client to establish the details of the grant request.
- Due-150 Review the ideas with a larger audience to solicit input on how the ideas can be improved. Pay attention to any aspects that were not understood where clarification is in order. This may also be an iterative process to eliminate any areas that could trip up the grant adjudicators.
- Due-120 Submit relevant information to any agencies that may need to approve the implementation of your project, such as bylaws, zoning, utilities, etc.
- Due-60 Revisit the guidelines of the funding source to make sure the requirements remained the same, or else amend the supporting information as required. It is critical that any request adheres to these guidelines. Obtain quotes for any equipment you will need, so the **LIFTOFF!** business plan has current cost estimates. Ask any required collaborators for letters of confirmation that they will participate in the implementation project.
- Due-30 Assemble the funding source documentation, including the official forms, as well as your updated **LIFTOFF!** business plan. Make sure the client accepts this as the foundation for the grant request – they now have a clear picture of what the request will be based on, and they may still see gaps that need to be plugged before you start your formal writing.
- Due-15 Write the formal application and have it proof-read by someone qualified to objectively look at the presentation. Make sure that all the forms have the signatures that may be required.
- Due-7 Prepare the required number of copies to support the grant request, so you don't have a last-minute panic if you need to outsource the copying work.
- Due-2 Send the grant request by express mail or courier to make sure it gets to the funding source before the deadline (or hand-deliver it). You are done!

Of course, you can adapt the above schedule to the time estimates you think are proper, and substitute "real dates" to make it more realistic, but don't sell yourself short on time. Things always take longer than you think, and the more pressure you create with deadlines looming the more likely you will overlook critical aspects of the grant request that could be a reason why it ends up being disqualified.

Understanding the basics of how to create a grant proposal is critical to your success in a grant writing. The general proposal creation process includes:

- **Analyze the intended audience** → different funding organizations have different rules and standards to be followed for the proposal to be considered. Some funding sources may be designated for specific purposes, like young people, or working mothers, new immigrants, or aboriginal people, etc.. Knowing who you deal with is an important starting point for grant writers, because you do not want to waste time barking up the wrong tree. Cultural awareness can be a key success factor, so you do not accidentally cross the line. You want to use proper language to deliver your request that emulates the standards of the funding organization. It is important to understand what they look for and to structure the proposal to meet expectations without compromising readability.
- **Analyze the purpose of funding** → make sure you also know what the client plans to use the requested funds for by performing a brief requirements analysis to list the desirable outcomes and related funding requirements. Usually the outcomes must also represent value to the funding company (such as creating jobs for specific groups of people). This forms the core of what the grant proposal is based on.
- **Gathering information about the source** → based on the instructions published by the funding source make sure that you conform, but also that how you present the information makes an easy read that stands out from competitors' submissions. The presentation is important, so make it pleasant and attractive, using the proper fonts, size, spacing, and margins. Stay within the maximum number of pages that are allowed (they can be sticklers for this) and confirm the required number of copies they want. Do not add attachments and/or appendices if you are not distributed to reviewers (so you do not leave gaping holes of missing information). Don't send new information after the deadline unless you are explicitly requested, which often does not happen if there are plenty of other requests. If the application receives a lukewarm response it is dead on arrival. Reviewers may get the evaluation added to their normal workload, so turning them into enthusiastic champions of your cause requires finesse. The number of requests may be overwhelming and lead to overtime to catch up with their backlog, so they are motivated to quickly scan the request for things that get their attention. They may read requests in bits and pieces in-between other work, so organize the details in clear sections. Spelling and grammar errors can create a "sloppy" impression to discourage further reading, as do abbreviations, acronyms and jargon the reviewer might not understand (a plug to a professional proposal writer who catches that as they collect the materials): don't assume the reviewer is an expert in the subject, or a native English speaker.
- **Use the proper type of proposal** (a grant proposal) → there are all kinds of forms and formats that reflect different objectives. Using the format used for construction proposals to support a grant request is not going to work. The best source for how the funding source wants proposals to be structured is their website, or even forms related to the application that may refer to a specific example (don't just pick any off the internet or assume this PDF document is all-encompassing). Some sources want details, other sources want summaries until they request further details (that you should prepare in any event, as outlined above). The secret to a successful grant request is reading, before you get down to writing. Many guides focus on academic research grants, which are also the wrong type for business funding.

- **Drafting the proposal** → drafting and formatting steps tend to go hand in hand, following the guidelines that proposals require. Proposals are usually structured in accordance with the type of proposal, the type of project, and the organization. In general, this is outlined as follows:

Summary → identify the major components of the proposal in a short, but complete, set of points to describe the problem or opportunity, solution, outcomes, timeline, expenses, and qualifications. This usually takes only one or two paragraphs, and it explains how the requestor plans to address the problem or opportunity, and what benefits will be realized. It also should state what funding is required for the project implementation, what the plans are, and how the requestor is qualified to achieve their objectives (basically a business plan summary).

Introduction → provide context, scope, and structure of the proposal, followed by a brief description of the problem or opportunity (or the statement of need), the purpose, the background, sources of information, and key terms used (to avoid confusing the reader). A clear statement of need helps the reader to understand the request and needs: facts and/or statistics that support the project and help the reader to evaluate the project merits and/or urgency and rank it relative to other requests.

Work schedule → you can summarize the **LIFTOFF!** project plan to show when major milestones will be achieved and what the cash flow impact will be (details can be submitted as an appendix). Define clear outcomes for each milestone that show how the grant objectives will be satisfied. Specific staffing needs can be added if the grant is in part related to work creation. A good project plan also defines how you evaluate that the desired objectives were achieved. There may be specific requirements to identify certain characteristics of how the work is undertaken.

Budget → the **LIFTOFF!** project plan includes a detailed budget for implementing the full scope of work. The business plan shows how the project impacts the results of implementing the project, and how the costs are classified in the financials.

Qualification & experience → the **LIFTOFF!** project plan identifies the resources needed to perform the work, as well as key staff to oversee the implementation. You can add CVs for key individuals, depending on what the funding organization calls for. You may also provide information about past achievements that are related to the work for which a funding request is made.

Appendices → information that makes the request bulky can be summarized with details instead included as appendices to the grant request. You can even include letters of support or testimonials that support the requesting organization. Note that some funding sources do not accept appendices, so if your request depends on the additional appended details make sure you check this approach first.

- **Formatting the proposal** → ideally you create a draft proposal first, which can be reused and customized for individual funding sources. Sometimes the formatting to conform to a given funding source may undermine your ideal presentation, but keep in mind that all other requestors face the same hurdles. You should literally use the formatting instructions as a checklist for step-by-step assessment of each proposal version targeted to a specific funding source. It usually takes a day or two for this to transform the draft proposal into the document that most closely resonates with that funding source: doing it as a last step prior to proofreading is most effective.

- **Revising, editing, and proofreading** → the proposal should be polished and clear in its pitch for funding. Make sure that your proofreader understands the formatting constraints that can at times distort the ideal expression of information. Never do your own proofreading, and do not rely exclusively on MS-Word (it is very good, but English is not always a precise language, and the proper word choice is not merely a thesaurus selection, but one based on context and industry norms MS-Word does not incorporate). If you see terminology that the reviewer might not understand it is best to add clarification in brackets as illustrated above.
- **Submitting the proposal** → make sure you check for any additional steps that are remaining in the instructions, and follow-up with the funding organization to make sure they accepted the request. Sometimes funding organizations want evidence of specific information, or even visit the operation, to confirm the qualifications of the requesting business. Make it easy for them to get in touch with the right people to make any further arrangements that may be required.

Grant Writing Skills

Developing good grant writing skills is valuable to help all kinds of organizations to secure funding. A key skill is the ability to find the right grant opportunities and understanding what officials look for in a grant request. Usually this is not a skill that entrepreneurs develop: it is a service that entrepreneurs outsource, so to the extent that this is “not to be taken for granted” it is a risk that the request may become a sunk cost to the business.

As a service provider you develop the knowledge of where to look for different grants or lending sources, and match potential opportunities to the needs of entrepreneurs looking for help. Understanding how certain funding options are designed to support specific types of organizations is important, as is special interest funding for minorities, women, first nations, immigrants, and so on.

You can often find a resources directory in large public libraries that list foundations willing to grant funds to compatible business organizations. If a request is turned down, you could ask for referrals to other sources more in line with the client’s business attributes, or you may qualify for provincial or federal loan guarantees instead.

Don’t forget to look for funding sources that may be much closer. Look to vendors, as well as financial services processors, or funding sources used before, and see if they have an interest in more of the same. Build and maintain relationships with all financing sources in your community who may be interested in a trust investment or Angel investment deal.

Most lending sources have strict guidelines that you must follow to have loan requests considered: grant requests can be even more tightly regulated. You may check with local economic development agencies to check on available grant money.

Networking is part of the business of grant writing. Make sure you are known to all local agencies and try to obtain their funding guidelines that become your reference to service customers in need of funding. Establish an on-going contact so you do not have to make cold-calls to apply for funding.

Create a profile for each of your clients to use as an avatar that you can match to funders’ preferences (no names, just client codes) to inquire if they would be interested in a formal grant request. You can also use this as a “press release” that is an announcement of entrepreneurs looking for funding. Your local, provincial, and federal representatives may also be good sources to link you and your client to potential funding.

Grant applications can be quite involved with many pages of instructions to read. If you have the right temperament you see this as a ticket to secure a grant-writing business as an elite writing service. Some grant requests require as much as 50 pages of narrative, single-spaced, with relatively tight deadlines to meet a funding window.

If you have not already done so up front, a **LIFTOFF!** business plan based on input from the entrepreneur can often be completed in 2 – 3 days, to create the support information for a request. Keep in mind that if the job was easy there would not be a grant-writing opportunity, as people would do this themselves. The best way to learn is on the job, based on you being prepared to accept new challenges and agreeing to do work that initially is outside your comfort zone. It will not take long to become familiar with what is involved, and it will become easier with each new request.

You must have (or develop) excellent writing skills, as well as reading comprehension to interpret the terms imposed on grant requests. You need research skills to find where to apply for grants, and to understand the client's business needs well enough to match that to the preferred grant sources.

You must stay current with relevant information that you can recall on demand. You can develop "boilerplate" text paragraphs that more or less are standard fare in most grant requests, allowing you to "cut-and-paste" rather than type original content. You can hone your skills by volunteering as a grant writer for non-profit initiatives in your community.

You can also attempt to become a "peer reviewer" working with grant-making agencies that advertise for part-time help to review applications, which gives you valuable experience on how the system works on the inside (and to establish useful contacts).

You get to see submissions by other grant writers also if you offer your services as an editor to verify that the documents conform to content guidelines that the funding organization has established to make it easier to compare applications. You may be able to work with an experienced grant writer to help with overload work and learn by following their guidance and supervision.

Success as a grant writer requires on-going education through selected community college and university programs that offer degrees in non-profit management that include courses on grant writing. Making your proposal stand out from the competition in order to win grants means you should research the best ways to get your message out, such as:

- Write a compelling story that will convince your reader of the merit in the request for funding. Make sure you provide reference information to real people that have been helped by the organization you work for. Use short, to the point, sentences to allow a quick read of your application without loss of readability.
- Use MS-Word to make sure your spelling and grammar are impeccable and use the built-in dictionary and thesaurus to improve your writing while minimizing repetition of the same words or phrases (to keep the reader interested in your application), but do not rely on MS-Word for the final version of your grant application.
- Depending on what you are proposing, research what are best practices or standards that you incorporate in the process to be funded. Reference expert sources if these are relevant to the process or service you want to sell.
- Try to gain access to previous funding requests that may be on file with the agency that show what successful applications look like. Make sure you emulate a winning example if possible.

What sets you apart as a grant writer is if you can build relationships with an organization before you submit a grant proposal. Your focus is to learn about their preferences when it comes to proposals, an innocent enough reason to make contact. You may be able to find individuals associated with the organization via LinkedIn, perhaps even connect with them. Sometimes contact information is presented on a website, and sometimes it will be offered in the grant request instructions package. It usually makes sense to connect via Email before you try to meet someone in person.

Make sure you introduce yourself and who you represent, and why you are contacting that person. Explain what information you are seeking and enquire if your client organization could be a potential fit for their funding program. Always thank people for their time, and don't forget to follow up in a week or so, but never to try and submit a request via the back-door.

If you plan to follow-up by phone, make sure you create an outline of what you want to say to that person. You must have access to the information you would otherwise provide via Email. Keep your call short (3 – 5 minutes at most) and on point with the information you want to collect. Always smile when you are on the phone (really, it does work). The problem with phone calls is a "he said ... she said" interpretation of the dialog, so take detailed notes of all the points discussed and outcomes achieved.

Many grant applications are now internet based, which does not make it easier to create an effective submission. You must create an account and then explore the website to learn about the required format. In some cases, input boxes restrict you to a limited number of characters, which can become a time-consuming writing challenge.

Make sure you review the instructions for using the grant application system to make sure you enter the correct information in the correct format. Revisit the website every so often to check for any changes to the instructions that could compromise your submission.

Usually grant applications do not support attachments or graphics, consistent with a basic **LIFTOFF!** business plan. Formatting on-line is often rudimentary, and error correction is often challenging. Since most applications have tight deadlines you must be vigilant about getting the work done on time, so leave yourself a safe margin to not miss any deadlines.

A good strategy is to create a MS-Word copy of the website pages, so you can create the draft first, and perhaps "copy-and-paste" the text in the actual website later. This ensures you will be prepared to meet the submission requirements, and it helps you to find all the information that must be entered without being on-line. Review as much of the website application template as you can and keep track of what information they ask for that you must collect before you start the application.

Many sites will automatically drop the connection if your link is dormant for a certain length of time. Different sites may ask for different information, so confirm that you have the details on-hand. Some sites will not let you advance until all the information is entered or they stop you from saving work in progress if you must interrupt the application data entry.

Not all grant requests are approved, and if you are denied you should try to learn for what reason it was turned down. Sometimes it is just volume, and their funds are limited to a set number of applicants, so when their quota is reached, they simply stop funding. They may not even have a reason other than volume, but if a reason is given, be thankful and learn from the experience. Some steps you should take include:

- Seek another source of funding that may still have funds available and then pitch the request to them. You may even get a referral from the first funding source.
- See if there is any way to improve the request (and make it adhere to the standards set by the new source).

Sometimes people try to ensure funding and submit multiple requests to different sources, but that can lead to “over-funding” if different sources approve the request. If you obtain the funds you need (up to what you are entitled to) you should notify other sources that you withdraw the request, or you can amend the request to justify the added funds you have available to you. You can also ask permission to roll-over funds into the next year.

Some funders will ask you to return the money, so they can help other entrepreneurs. It is best to notify other funders right away when you get funding approved to the level you need to implement your project. Note that grant funding must normally be kept separate and accounted for, so that the funder can audit the use of funds for the purposes stated in your application.

Grant Conditions

Independent from writing the proposal, make sure the client complies with all conditions, such as liability insurance, or a performance bond (for a guarantor to pay restitution when the grantee fails to deliver on its objectives under the contract), or other forms of business compliance. That does not mean the grantee must succeed at all cost: part of requesting a grant may very well be to facilitate R&D that by nature has no success guarantees other than that the research was performed and that the development was attempted. It means trouble if the grantee decides to celebrate the grant by using the money for a cruise.

If the funding source needs documentation to support a tax write-off that too will become a condition for funding. It is important to understand the tax liability for the grantee when they receive monies from a funding source. Some applications require that you append a declaration that to the best of your knowledge all tax liabilities are current, and/or that you have not been convicted of a criminal offence. For minority owned (or women owned) businesses you may need to declare a 51%+ minority ownership to qualify for a grant. All kinds of other (similar) conditions may further restrict eligibility. It is all a matter of carefully reading the terms and conditions and making sure that the request follows all these conditions to the letter so your grant request will not be automatically disqualified.

Coaching & Consulting Services:

We offer coaching support or consulting related to creating and maintaining your business plans using **LIFTOFF!** software and Excel™, or to customize worksheets to your specifications. For more details on our services please check our website at:

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We Practice What We Teach