



City Enrichment Fund (CEF) 2026

Arts Program Area Capacity Building for Arts Organizations Handbook



City Enrichment Fund

Arts Program Area

Objective

To provide opportunities for all the people of Hamilton to enjoy and actively participate in the arts while:

- Enhancing social, economic, and cultural prosperity
- Building strength in the arts sector

All programs funded through the Arts Program Area will support Hamilton's community vision, Our Future Hamilton. [Learn more about Our Future Hamilton here.](#)

How to apply for a grant

- ☐ Read the **City Enrichment Fund Guidelines** and the **Arts Handbook** for details about the program, stream objectives, eligibility, and criteria.
- ☐ Refer to the **Application Details** section to learn about expectations for each question.
- ☐ You will be required to complete all sections of the application online.
- ☐ Upload all documents (use the checklist to confirm that you have submitted all attachments).

CAPACITY BUILDING FOR ARTS ORGANIZATIONS

Arts Program Area - Capacity Building for Arts Organizations Handbook

Objective

To strengthen the relevance, responsiveness, effectiveness, and resilience of Hamilton's arts organizations.

Description

This funding stream provides project grants to incorporated arts organizations to support capacity building strategies, organizational development projects and professional development initiatives to build administrative and management capacity in the arts.

Open to eligible	- Professional and semi-professional arts organizations, which have been incorporated for five or more years are eligible to apply. - Individual organizations or collaborating organizations.
Maximum Funding	Up to a maximum of \$25,000. - Funding Requests Over \$15,001: Funding requests should not exceed 30% of the total program budget. Total funding received from all sources in the City of Hamilton cannot exceed 30% of the program budget. - Funding Requests Below \$15,000: CEF funding requests cannot be 100% of the proposed program budget and must demonstrate additional funding/revenue sources. Total funding received from all sources in the City of Hamilton cannot be 100% of the program budget.
Assessment Weighting	50% Organizational Capacity 40% Program Merit 10% Community Impact

Capacity Building for Arts Organizations Guidelines

These guidelines are in addition to the general CEF guidelines and eligibility criteria

Eligibility	• The organization's head office must be located within Hamilton and the majority of their activities must occur within the city. • Incorporated, not-for-profit professional and semi-professional arts organizations, which have been incorporated for five or more years in all artistic disciplines are eligible to apply. Applicants who are submitting an Operating or Arts Festival application are eligible to apply for Capacity Building funding. Groups of two or more organizations facing similar organizational challenges are encouraged to collaborate on a capacity building project. Collaborating organizations must identify a lead organization who will be responsible for the application and funds awarded. Applicants may receive funding for Capacity Building only once every two years. Previously funded Capacity Projects are not eligible for funding.
Ineligible Organizations	In addition to the general CEF ineligible criteria: • Organizations that do not have an arts mandate • Business Improvement Associations
Eligible Projects	• Retaining external expertise to work with the applicant on a specific capacity building initiative • Organizational and human resource assessment, change management and similar processes • Board development and improved governance practices • Professional development, training, mentorship, coaching and job shadowing • Development of plans and strategies including, but not limited to strategic and business planning, artistic, interpretive or education programming, revenue development, audience development, program evaluation
Eligible Expenses	• External experts/consultants/coaches' fees and travel costs (travel limited to Ontario) • Professional development fees and travel for participation in seminars or workshops • Mentor and job shadowing honoraria and travel costs • Fees related to the use of licensed organizational development tools and related costs

	• Direct administrative costs related to the project • Public consultation costs
Ineligible Expenses	• Attendance at annual professional service organization general meetings or conferences • Ongoing operating costs (including staff time) • Publications • Undergraduate, post graduate or other academic and professional training • Capital project planning studies • Capital and equipment costs • Mandated training (e.g. Workplace Hazardous Materials Information System (WHMIS) or Accessibility for Ontarians with Disabilities Act (AODA))
Assessment Criteria	All applicants must be able to demonstrate good use of public funds. The applications will be assessed according to: 50% Organizational Capacity as demonstrated by: • Alignment of the project with the organization's vision, mandate / mission, and place in the community • The capacity of the organization to successfully complete the project • The understanding of the capacity issue(s) facing the organization • The probable impact on the organization and its ability to respond to change • The capacity of the organization to apply the results of the project 40% Programming Merit as demonstrated by: • The approach to monitor and evaluate the results of the project • The suitability of the external expertise (if applicable) • The project budgets • The understanding of the capacity issue(s) facing the organization • The suitability of the project to address the capacity issue(s) 10% Community Impact as demonstrated by: • The suitability of the project participants and / or collaborating organizations • The skills exchange and / or learning that will be achieved

Capacity Building for Arts Organizations Application -

- Create an account for organization.
- Applicants are responsible for providing all the information and attachments requested.
- Make updates to the saved organization information, contacts etc. before beginning a new application.
- Save information as you move between pages.
- The City Enrichment Fund will make decisions regarding your eligibility based on the information provided in your application.

APPLICATION

Application Information Form

Applicant Contact Information

Additional Contact persons for your organization: (The CEF recommends including a secondary contact for your organization)

Organization Full Name

Is your organization legal name different than the above organization full name?
Yes / No

Organization Legal Name:

Should your application be successful, under what name are you able to deposit funds? Please note that legal names of organizations will be published.

Organization Establish Date Provide the date that organization was formed / incorporated.

Organization Address

Legal Status or Organization (select all that apply)

- Not-for-profit
- Registered Charity
- Individual artist or collective – *ineligible to apply to Arts Capacity Building stream*
- Unincorporated group with not-for-profit goals and governance structure – *ineligible to apply to Arts Capacity Building stream*

Not-For Profit Registration Number and/or Registered Charitable Number

Is your organization's head office located in the City of Hamilton? Yes/No

Will the program for which you are applying take place within the city of Hamilton?
Yes / No

Program Information Form

Program Area: Arts

Is this application for a returning program? No, only one-time projects are eligible.

Arts Stream: Capacity Building

Program Name: Capacity Building project name

Provide a brief summary of your program – Please note that this program description will be included in a publicly accessible City of Hamilton Council report. This description is not scored.

Organization Mission or Mandate (Approx. 200 words)

Provide a brief history of your organization – Include important milestones and / or changes to the organization's direction over time. (Approx. 250 words)

Provide a detailed description of your program (Approx. 1000 words)

- Description of the capacity issue facing the organization
- Project description
- Project timeline
- If relevant, details on the location of the project
- Information on collaborative partners (if applicable)
- Project implementation and evaluation plan
- Innovative or new approaches
- Learning opportunities

Specify how funding from the City Enrichment Fund will be used. (Approx. 500 words)

Your description should relate to the details provided in your programming description and to your proposed budget.

Describe how this program can be scaled should the total funding request not be received. (Approx. 500 words)

The City Enrichment Fund does not guarantee that successful applicants will receive their full grant request. Applicants are asked to confirm how they will adapt to funding amounts below their request level.

How will your program increase community participation? (Approx. 500 words)

Your response may describe the impact of the completed and implemented project. How will this capacity project impact your audiences and / or your organization?

What are the measurable outcomes of your program?

Describe the outcome of your program to your organization and/or to the community as a direct result to your activities. Ensure that each outcome is measurable. Multiple measures for a single outcome are acceptable. If your application is successful and you receive funding, you will be required to report back on the outcomes provided.

Provide three measurable outcomes.

The outcomes listed should reflect the festival goals for the request year in a manner that can be measured and evaluated.

- What is your desired outcome / goal?
- How will you measure your success?
- What is the impact or affect for the organization?

Examples:

Outcome	Measure(s)	Impact or Results Expected
Review of social media best practices	• 100% increase in Facebook 'likes' (total of 400 likes). • 5 Facebook 'shares' per event / program.	An up-to-date understanding of social media strategies will inform our group on our gaps and will lead to an expanded reach once solutions are implemented.
Increase annual membership by 5%	• 100% renewal rate for 2026 membership (300 total) • Enroll 15 new members (5%)	Our organization believes that addressing our social media gaps will lead to an increased audience and grow our membership.

Describe both formal and informal program partnerships. How do these relationships enhance your program activities? (Approx. 300 words)

- Participants within your organization
- Partnering organizations
- Participating volunteers
- Are there training opportunities for volunteers and staff
- The consultant, expert, or firm
- Other not-for-profit organizations

List the team members that will ensure your program is well managed and achieves your desired goals. Include a brief explanation of how their expertise/specialization will make your program a success. (Approx. 300 words)

- Consultant bio and the rationale in selecting this consultant / firm
- Staff and / or Board of Directors bio who will be leading this project

How does this program enrich the city? (Approx. 300 words)

- What are the benefits and contributions to the community?

Community Vision

Review the City of Hamilton's Community Vision that aligns with this program.

Which of our community priorities align with this program? (select up to three)

- ☐ Community Engagement and Participation
- ☐ Economic Prosperity & Growth
- ☐ Healthy and Safe Communities
- ☐ Clean and Green Built
- ☐ Environment and Infrastructure
- ☐ Culture and Diversity

Describe how your program is aligned with the community priorities chosen.

(Approx. 200 words)

Please explain how this project supports between one to three community priorities.

Program/Stream Specific Questions

Describe your organizational plans for the funding year. (Approx. 300 words)

- Your significant organizational plans for the request year and how they were shaped by the successes and challenges of last year?
- Discuss your organizational structure and any changes to staff or significant volunteer roles.

Has your organization previously received a Capacity Building grant through the City Enrichment Fund.

- If yes, please explain: when, and how this proposed project is distinct and unique from the previous funding received?

BUDGET

Budget Information

In addition to financial statements, every City Enrichment Fund application requires a completed budget that represents the entire program including all revenues, expenses, and in-kind amounts. Reference the guidelines and handbook to ensure that all expenses are eligible. A good budget is realistic, thorough, detailed, and is reflected in the application.

1. Please note your CEF Request for the 2026 year in the budget form under Request Program Year Amount (\$).
2. Funding Requests Over \$15,001: Funding requests should not exceed 30% of the total program budget. Funding Requests Below \$15,000: CEF funding requests cannot be 100% of the proposed program and must demonstrate additional funding/revenue sources (cash only, excludes in-kind).

3. Please note that all funding sources from the City of Hamilton cannot exceed 30% of the Total Eligible Program Budget for Funding Requests over \$15,001 and cannot be 100% of Funding Requests below \$15,000.
4. It is recommended that submitted budgets are balanced. Provide comments for programs that present a budget deficit or surplus under the third column for Budget Descriptions.
5. Please note that this budget is used by all CEF program areas. Use the most appropriate line items provided in addition to the blank spaces listed as 'other.'

Revenues:

Item	Current Program Year Amount (\$)	Previous Program Year Actuals (\$)	Name of Funding Program(s) / Brief Explanation of confirmed amounts, rentals etc.
CEF Request			City Enrichment Fund: Amount requested
Provincial / Federal Government			
Membership Fees			
Admission Fees			

Column 1: Item

List of budget line items

Column 2: Request Program Year Amount (\$)

Provide the project budget.

Column 3: Previous Program Year Actuals (\$)

Please leave blank.

Column 4: Name of Funding Program(s) / Brief Explanation of confirmed amounts, rentals etc.

Provide point form, brief notes to support proposed budget of line items (point form). Some examples include:

- Confirm government funding, sponsorship etc., with *Pending or Confirmed*.
- Provide a breakdown of a line item i.e. *Fundraising for Capacity Building project, 25 fundraising tickets sold x \$250*.

Expenses:

Item	Current Program Year Amount (\$)	Previous Program Year Actuals (\$)	Brief Explanation of Expense Line Item (Budgeted vs Actuals)
Venue Rental			
Materials			
Other			

Column 1: Item

List of budget line items

Column 2: Current Program Year Amount (\$)

Provide the budgeted expenses.

Column 3: Previous Program Year Actuals (\$)

Please leave blank.

Column 4: Brief Explanation of Expense Line (Budgeted vs Actuals)

Provide point form, brief notes to support proposed budget of line items (point form). Some examples include:

- Provide information on expense items i.e. *Consultant firm, includes x amount of research hours and culminative report (\$XXX)*
- *Increased staff hours to undertake research into capacity issue, x hours of work (\$XXX)*

In-Kind Expenses:

Item	Current Program Year Amount (\$)	Previous Program Year Actuals (\$)	Brief Explanation of Expense Line Item (Budgeted vs Actuals)
Estimated Volunteer Expenses			
In-Kind Rent Expenses			

In-Kind expenses will not be included in the overall eligible budget but add to the overall understanding of the program.

- Provide the estimated volunteer hours and value of other in-kind contributions. For Volunteer Expenses, calculate at \$21/Volunteer hour contributed

Budget Notes:

If needed, please provide brief, point form notes to support the proposed budget.

- Significant variances between the previous year and request year
- If projecting or carrying a surplus or deficit, please include a surplus justification or deficit reduction plan

Attachments

Organization Attachments:

- Board of Directors list **(mandatory)**. Include role titles, length on BOD.
- Staff list **(mandatory)**. Include job titles and whether full or part-time for both administrative and artistic staff.
- Financial Statements **(mandatory)**. If audited financial statements are not available, then unaudited statements are required. Please note, for grant requests greater than or equal to \$30,000 audited financial statements are mandatory.

Program Attachments:

- Program Marketing Material **(if applicable)**. Poster, flyer, pamphlet.
- Program Specific Material
Optional up to 4 program materials, including;
 - Most recent annual report
 - Additional marketing material
 - Performance programs
 - Images
 - Festival statistics and data
- CV **If applicable**
Optional attachment to share credentials of outside consultant/contractor/service provider.

IDEA Form

Please note: this task is not scored.

A form collecting information about the IDEA (Inclusion, Diversity, Equity & Accessibility) groups supported through City Enrichment Funds. Applicants are asked to specify the target population(s) of their programs, and equity designated groups represented within their organization's governance structure.

Applications are not evaluated based on this form, which serves only for data collection.

Declaration Form

Declaration, terms of use, applicant signature(s).

Communications (confirm correct email)

Outstanding CEF Final Reports: Yes / No

Two signatures are required – Recommended 1 Board Member and 1 Staff member.

Submitting Your Application

After each task is finished, please press the **‘Mark as Complete’** button on the lower right of the task window. Once all tasks are marked complete, and the application is ready to be submitted, please review the application for completeness by selecting **‘Review’** (bottom right).

Applicants will be prompted to review each page. Any incomplete question / field will be clearly marked.

After you Apply

- The main applicant contact will receive confirmation from the portal that the application has been submitted.
- If needed, CEF staff will contact the main applicant by email or phone to confirm the details in the application and ensure the application is complete.
- If the application receives a passing score (above 60%), the application score and recommended level of funding will be presented to the City of Hamilton Grants Sub-Committee for review and approval in spring 2026.
- Funding notifications will be delivered by email. The email will include instructions to receive your funding and a timeline of when funds will be released.
- CEF funding must be used in the same year that it is awarded.
- Grantees must acknowledge the support provided by the City of Hamilton through the funds received by the City Enrichment Fund in program materials and promotion.
- Grantees must complete a Final Report and submit it to CEF staff by February of the following year. A template will be provided by CEF staff after confirmation of funding is received, by Fall 2026. In the Final Report, grantees are required provide the following information:
 - The anticipated vs. actual program budget
 - Examples of any marketing materials, supporting documents, photos, etc. that help tell the story of the initiative and its impact.

- The measurable outcomes and measures included in within the application. Grantees must report on how your initiative achieved this goal by describing the direct or indirect impact of the program or project on the organization or the community.
- Describe any unanticipated changes made to the delivery or implementation of the program.
- Describe learnings from this initiative and provide recommendations to improve this initiative if the organization were to initiate it again, or if the organization was providing advice others considering a similar initiative.

Organizations that do not provide complete Final Report(s) for each program that receives CEF funding will not be eligible to apply for future CEF grants.