

City of Hamilton's – City Enrichment Fund

Community Services – Organizational Capacity Building Application Guide

City Manager's Office
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City Enrichment Fund – Community Services

The City Enrichment Fund is a program of the City of Hamilton. Applicants are encouraged to familiarize themselves with the City of Hamilton's Urban Indigenous Strategy and consider how these initiatives can be integrated in their organization/program.

Land Acknowledgement

The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabe to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation. Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers. To learn more about the City of Hamilton's Urban Indigenous Strategy – see: [Urban Indigenous Strategy](#)

Community Services

To strengthen the human services system by funding programs that:

- Meet current or emerging community priorities
- Support the growth of new programs
- Engage equity-deserving groups.
- Foster Inclusivity, Diversity, Equity and Accessibility (IDEA)
- Address underserved target groups
- Promote systems change and explore service delivery innovation
- Invest in the organizational capacity of the local human services

All programs funded through the Community Services program area will support Hamilton's community vision, Our Future Hamilton.

Organizational Capacity Building Stream

This stream supports one-time funding for internal facing projects that strengthen the organizational resiliency of the human services sector in a way that allows them to prioritize existing finances on program delivery while also enhancing their internal organizational capacity. Examples of eligible organizational capacity building projects include strategies such as organizational development projects, relevant organizational plans, and organizational level professional development initiatives to build administrative and management capacity in the human services sector in the city of Hamilton.

The Organizational Capacity Building stream aims to increase the effectiveness and resiliency of the human services sector at the organizational level by enabling it to enhance program delivery, implement best practices, advance Inclusion, Diversity Equity and Accessibility (IDEA) initiatives, identify continuous improvement processes and remain fiscally viable.

Application Questions – Capacity Building

Please use this guide as a reference while completing your application. Application questions are listed in **bold**.

Application Information Form

Complete all questions. The responses are used to determine eligibility and are not scored.

- **Applicant Contact Information**
- **Additional Contact Information** (the CEF requires a secondary contact)
- **Organization 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
 - Unincorporated group with not-for-profit goals and governance structure

Reminder that applicants must be legally incorporated not-for-profit organizations or registered charities in good standing, with demonstrated operations for minimum 1 year at the time of applying are eligible to apply.

- **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:** Community Services
- **Is this application for a returning program?** Yes / No
 - Applicants to the Organizational Capacity Building Stream - select "no"
- **Community Services Stream:** Organizational Capacity Building
- **Program Name:** Program, project or service name
 - Be sure to include the name of the program this application is in support of.
 - Please note that "Program" is the general term used in CEF to describe programming, events, services, projects etc.
 - Note that this program name will be included in a public City of Hamilton Council report.
- **Provide a brief summary of your program** (Max 60 words)
 - Do not use acronyms of organizations or program names.
 - Please note that this description will be included in a publicly accessible City of Hamilton Council report. This description is not scored.

- **Organization Mission or Mandate** (Max 200 words)
 - Please include the main objective of this program.
 - Information requested for context only and is not scored.

- **Provide a brief history of your organization** (Max 250 words)
 - Please also indicate the number of years the organization and program have been operating and the start date.
 - Include anything else important to know about the organization.
 - Information requested for context only and is not scored.

- **Provide a detailed description of your program** (Max 1000 words)

Provide a very detailed response addressing all of the following:

 - Description of the capacity issue facing your organization. **5 points**
 - Project description that includes full scope, and how it addresses the capacity issue identified. **5 points**
 - Project timeline, indicating start and end date, including all key milestone dates. **3 points**
 - Project implementation and evaluation plan, i.e. How will you know if the project was a success? Do not include specific outcomes here as specific measurable outcomes are requested in a different section. **4 points**
 - Innovative or new learnings that contribute to change either within the organization or broader systems change. **3 points**

- **Specify how funding from the City Enrichment Fund will be used.** (Max 500 words).
 - Ensure you indicate exactly how funds will be used. For example, will the funds be used for staffing (indicate % of full time equivalent and position), program supplies or subsidized costs?
 - Be sure to specify on what areas funding will be spent and the proportion of the program budget CEF funding will cover for each item. For example, .5 staff person =10% of program supplies, etc. **5 points**

- **Describe how this program can be scaled should the total funding request not be received.** (Max 500 words)
 - The City Enrichment Fund does not guarantee that successful applicants will receive their full grant request.

- Please describe what the impact of less funding would mean both in terms of impact on the program and budget.
- Please note this response will be used for context or clarification only and will not be scored.
- **Provide three (3) measurable outcomes in support of your program?**
All successful applicants are required to update these outcomes in the Final Report.
 - These outcomes should focus on the impact of your program rather than process outcomes. Ensure that each outcome is measurable. Include examples from any recent evaluations – be sure to include the year the results represent.
 - Please include any relevant data results in the impact or results expected column.
 - Provide 3 outcomes that relate to the program you are seeking funding for, do not include organizational outcomes.
 - Make sure the item is clear, relates to your program and is measurable. Provide a list of how the outcome will be measured.

15 points – 5 points per each of 3 outcomes
- **Describe formal program partnerships that you have that relate specifically to this program.** (Max 300 words)
 - Program participants within your organization.
 - Partnering with other not-for-profit organizations.
 - Participating volunteers internal/external to the organization.
 - Training opportunities for volunteers and staff that build partnerships/collaborations. **10 points**
- **List the team members that will ensure your program is well managed and achieves your desired goals.** (Max 300 words)
 - Please limit your list to include only those having a direct impact and only 1 layer of supervisor/manager support. Include a brief explanation of how their expertise/specialization will make your program a success.
 - List of project team members and roles. **5 points**
 - External Resources on the project team. **2 points**
 - Project team as it reflects the community served. **3 points**

- **Community Vision** – [Review the City of Hamilton's Community Vision that aligns with this program.](#) Review the City of Hamilton's Community Vision that aligns with your program? (select up to three)
 - Identify the one City priority that best fits the program and describe "how" the program fits that priority by referring to specific actions etc. **3 points**
 - Describe if the program is also aligned with any other specific City of Hamilton master plans, action plans or strategies. **2 points**
 - Examples of other relevant plans for Community Services include:
 - [Housing Homeless Action Plan](#)
 - [Hamilton's Plan for an Age Friendly Community](#)
 - [Community Safety and Well Being Plan](#)
 - [Hamilton's Urban Indigenous Strategy](#)
 - [Hamilton's Food Strategy](#)
 - [Hamilton Youth Strategy](#)
- **Describe how your program is aligned with the community priorities chosen.** (Max 200 words)
 - Please indicate whether your program also supports any other City of Hamilton corporate strategies, master plans, etc. A list of those most relevant to Community Services is listed above.

Organization Capacity Form

- Indicate if your organization has the following policies, plans, or accreditations in place. If an item is not applicable to your organization, please indicate so in the "date last reviewed/Updated" column. Do not submit copies of the documents. *Please note that based on best practice, policies with a reviewed/update date older than 5 years (2021) will be considered as incomplete by adjudicators.*
15 points – 1 point for each eligible chart item.
 - Organization By-Laws
 - Governance Policies
 - CEO/ED Performance Review
 - Strategic Plan
 - Conflict of Interest Policies
 - Human Resource Policies
 - Financial Policies
 - Privacy Policies

- Health and Safety Policies
- Client Complaints Policy
- Anti-Racism/Access and Equity Policies
- New* in 2027- Cybersecurity Policy
- Board Recruitment Policies
- Board Training/Orientation Plan
- New* in 2027 - Use of Predictive or Generative Artificial Intelligence Policy

Organizational Capacity Building Specific Form

- **Describe how this funding will help your organization develop for the future, prepare for emerging challenges, enhance program delivery, advance and/or create new, innovative programming or systemic change in the human services sector either at an organizational or systems level.**

(Max 500 words) **10 points**

Examples to consider:

- Will this project provide sustainability and stability for your organization - if so how, and for how long?
 - Will this project enhance the knowledge of staff/volunteers to enhance the quality of future program delivery? if so, how many staff and volunteers will be involved, and how will turnover be taken into consideration to ensure the knowledge is sustained?
 - Will this project allow your organization to expand the number of program participants in can accept annually? If so how, and how will this be sustainable?
 - Will this help your organization advance Truth & Reconciliation or IDEA Goals? if so how?
 - Will this allow your organization to better retain staff and engage members in new roles? Please describe how?
 - Other initiatives. Ensure descriptions of what will be accomplished are detailed.
- **The City of Hamilton is committed to advancing Inclusivity, Diversity, Equity, and Accessibility (IDEA). The Community Services program area asks applicant to reflect on the following equity deserving groups: Indigenous communities, Persons with disabilities, Francophones, newcomers and immigrants, refugees, racialized communities,**

2SLGBTQIA+ communities, geographically underserved areas, low-income individuals/families and women. (Max 500 words) 5 points

- How will this organizational capacity building project reflect your organization's commitment to advance IDEA?
- Consider all aspects of this project, from initiation to evaluation phases.

Budget Form

The CEF Program Budget is separated into four distinct sections; Revenue, Expenses, Budget Summary, and In-Kind. Applicants are required to submit a complete budget providing projected financials for the request year and the actuals for the prior program year.

The Revenue and Expense sections provide a list of predetermined sections that are applicable to most applicants, budget fields that are not applicable should be left blank. Fields in the budget marked as “Other” may be customized or renamed to best describe the budget line. Applicants are encouraged to provide additional information and/or clarification within the third budget column. Examples include specific funders, confirmed or pending funding, significant increases/decreases year-to-year, specific information etc. **5 points**

Reminder, Budgets should be:

- Organizational Capacity Building requests maximum: \$15,000.
- Requests can not represent 100% of the total program budget. Other sources of revenue are expected to be included.
- Program Budgets (not total operations of organization).
- Balanced – New in 2027 this means that the total revenues/expenses for projected budget should balance and total revenues/expenses for actuals should balance i.e. not with greater revenue than expenses, which would imply a surplus or more expenses than revenue, which would imply a deficit. *The system will not allow you to submit if the budget is not balanced.*

Attachments

Use this list when preparing and uploading the application attachments.

For incorporated non-profit organizations:

- **Mandatory Attachments**
 - Board of Directors list. Include role titles, length on the Board
 - Most recent annual report
 - Financial Statements – Audited Financial Statements preferred, Review Engagements accepted
 - Must be signed by Board of Directors
 - Financial Statements may not be more than 3 years from the granting year
- **Optional Attachment Examples:**
 - Staff list. Include job titles and whether full or part-time
 - Program Marketing Material
 - Poster, flyer, pamphlets
 - Program Specific Material (schedules, advertising etc.).

For organizations with registered charitable status:

- **Mandatory Attachments**
 - Board of Directors list. Include role titles, length on the Board
 - Financial Statements - Audited Financial Statements preferred, Review Engagements accepted
 - Must be signed by Board of Directors
 - Financial Statements may not be more than 3 years from the granting year
- **Optional Attachment Examples:**
 - Annual Reports
 - Staff list. Include job titles and whether full or part-time
 - Program Marketing Material
 - Poster, flyer, pamphlets
 - Program Specific Material (schedules, advertising etc.).

Reminder - As of the 2027 granting year, failure to provide mandatory and correct attachments may result in a reduced score or a DNQ (Does Not Qualify) rating. Please refer to the Submission Standards and Accountability Framework.

IDEA Form

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

Emerging Needs applicants are asked to confirm that the guidelines were consulted to complete your application. If you have not, you are advised to ensure your application responses reflect what is requested in this guide in order to submit your request at its best potential.

The declaration includes terms of use and receives applicant signature(s).

- **Communications** (confirming 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. Once all tasks are marked complete, and the application is ready to be submitted, please review the application for completeness by selecting the 'Review' button.

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

After you Apply

- The application owner will receive confirmation from the portal that the application has been submitted.

- Application results, including the application score and if successful, the recommended level of funding, will be presented to the City of Hamilton Grants Sub-Committee for review and approval in spring 2027. Applications which receive a passing score in the adjudication process (above 60%), may be eligible to receive a funding recommendation dependant on the available budget.
- Funding notifications will be delivered by email. The email will include instructions to receive the funds 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. A form will be made available within the by the grant portal in the Fall of the grant year. CEF Final Reports provide valuable information and enable us to verify that funded activities have taken place as applied for and help us measure and demonstrate the impact of our funding programs.
 - Note that having an overdue report will impact your funding consideration for the next grant cycle.
 - If you receive CEF funding greater than \$15,001, the program budget actuals provided in your Final Report will be used to update the 30% maximum calculation.
 - CEF funding received in excess of 30% will be required to be returned.

