



City of Hamilton
GRANTS SUB-COMMITTEE
AGENDA

GSC 25-003
September 3, 2025
9:30 am
Council Chambers
Hamilton City Hall
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

1. **CALL TO ORDER**
2. **CEREMONIAL ACTIVITIES**
3. **APPROVAL OF AGENDA**
*(Added Items, if applicable, will be noted with *)*
4. **DECLARATIONS OF INTEREST**
5. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
 - 5.1 May 14, 2025
6. **DELEGATIONS**
7. **ITEMS FOR INFORMATION**
8. **ITEMS FOR CONSIDERATION**
 - 8.1 GRA25005
2025 City Enrichment Fund Updates (City Wide)

8.2 GRA25004

2026 City Enrichment Fund Program Enhancements (City Wide)

- 9. MOTIONS
- 10. NOTICES OF MOTION
- 11. PRIVATE AND CONFIDENTIAL
- 12. ADJOURNMENT



GRANTS SUB-COMMITTEE MINUTES - GSC 25-002

9:30 a.m.

May 14, 2025

Council Chambers (Hybrid), City Hall, 2nd Floor
71 Main Street West, Hamilton, Ontario

Present: Councillors N. Nann (Chair), C. Kroetsch (Vice-Chair), M. Francis (Virtually), T. Jackson and M. Wilson (Virtually)

Absent: Councillor M. Tadeson - Personal

AUDIT, FINANCE AND ADMINISTRATION

1. CALL TO ORDER

Committee Chair N. Nann called the meeting to order at 9:30 a.m.

2. CEREMONIAL ACTIVITIES

There were no ceremonial activities.

3. APPROVAL OF AGENDA

(Kroetsch/M. Wilson)

That the agenda for the May 14, 2025 Grants Sub-Committee meeting, be approved, as presented.

CARRIED

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. APPROVAL OF MINUTES OF PREVIOUS MEETINGS

5.1 January 27, 2025

(Kroetsch/Francis)

That the minutes of the January 27, 2025 Grants Sub-Committee, be adopted, as presented.

CARRIED

6. DELEGATIONS

There were no Delegations.

7. ITEMS FOR INFORMATION

There were no Items for Information.

8. ITEMS FOR CONSIDERATION

**8.1 GRA25003
2025 City Enrichment Fund Recommendations (City Wide)**

Heather Anderson, Director Communications & Community Engagement provided opening remarks and introduced Andrea Carvalho, Advisor City Enrichment Fund and Rebecca Frerotte, Grants and Strategic Partnerships Coordinator who addressed the Committee with a presentation respecting Report GRA25003, the 2025 City Enrichment Fund Recommendations (City Wide).

(Kroetsch/Nann)

That Report GRA25003, dated May 14, 2025, respecting the 2025 City Enrichment Fund Recommendations (City Wide), and the accompanying presentation be received, and the following recommendations be approved:

- (a) That, the 2025 City Enrichment Fund recommended funding allocation, in the amount of \$7,944,520 (as outlined in the attached Appendix "A" to Report GRA25003), BE APPROVED; including a one-time use of \$175,000 from the City of Hamilton's Municipal Accommodation Tax Reserve 108072 to support City Enrichment Fund Arts Program Area, Arts Festivals and Arts Capacity Building streams; and including a one-time use of \$26,251 from the City Enrichment Fund Reserve #112230 for the returning program MYF-CS-D7 Wesley Youth Housing;
- (b) That, staff BE DIRECTED to assign payments to the applicants' legal names, as listed in Confidential Appendix "B" to Report GRA25003, Legal Names of Individual Applicants;
- (c) That, the following grants BE APPROVED, and funding be withheld, pending the submission of additional information, by July 20, 2025:
 - (i) AGR - A5 Stoney Creek BIA
 - (ii) AGR - A15 Wentworth District Women's Institute
 - (iii) AGR - A11 Westdale Village BIA
 - (iv) MYF - ART - A6 Grit Lit
 - (v) ART - A26 Red Beti Theatre
 - (vi) MYF- ART - B1 Centre Francais

(vii)	ART - B2	Festival of Friends
(viii)	ART - B3	Greater Hamilton Arts and Events
(ix)	CCH - A17	Canpak Association of Hamilton
(x)	CCH - A55	Winona Peach Festival
(xi)	CCH - A57	Stoney Creek BIA
(xii)	CCH - A60	Locke Street BIA
(xiii)	CCH - A65	Westdale Village BIA
(xiv)	CCH - B3	Stoney Creek BIA
(xv)	CCH - B9	Ottawa Street BIA
(xvi)	CS - H6	Abrar Mental Health
(xvii)	CCH - A14	Binbrook Minor Baseball Association
(xviii)	SAL - D12	Ottawa Street BIA
(xix)	MYF - ENV - A1	Hamilton Harbour Restoration
(xx)	CS	All Community Service (CS) recommendations pending the successful submission of 2024 Final Reports. The CS deadline is April 30th annually and follows the submission of this report.

- (d) That, Appendix “D” to GRA25003, Payment Plan BE APPROVED, and;
- (e) That Confidential Appendix “B” to Report GRA25003, Legal Names of Individual Applicants BE RECEIVED and remain confidential.

Result: MOTION, CARRIED by a vote of 5 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Absent	-	Ward 11	Councillor Mark Tadeson

**8.2 GRA24002(b)
City Enrichment Fund – Appeals Process (City Wide)**

(Kroetsch/M. Wilson)

That Report GRA24002(b), dated May 14, 2025, respecting City Enrichment Fund – Appeals Process (City Wide), be received, and the following recommendations be approved:

- (a) That the City Enrichment Fund appeals process (as outlined in the attached Appendix “A” attached to Report GRA25002(b)) BE APPROVED, and made a permanent part of the City Enrichment

Fund Program, to BE FUNDED one-time from the City Enrichment Fund Reserve #112230, up to a maximum of \$50,000;

- (b) That the Director of Communications and Engagement (or their delegate or as appointed by the City Manager) (the “Director”) BE DELEGATED the authority to approve and execute any and all agreements, amendments and/or ancillary documents on behalf of the City of Hamilton in relation to appeal funding process outlined in Appendix “A” attached to Report GRA24002(b), provided the documents comply with all City policies and procedures, and is in a form satisfactory to the City Solicitor;
- (c) That annualized funding for the City Enrichment Fund appeals process BE CONSIDERED as part of the 2026 budget process in the amount of \$50,000; and,
- (d) That the Outstanding Business List Item respecting the City Enrichment Fund “that staff be directed to report back on the permanency of an appeals process to the Grants Sub-Committee in advance of the 2025 recommendations”, be considered complete and BE REMOVED.

Result: MOTION, CARRIED by a vote of 5 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Absent	-	Ward 11	Councillor Mark Tadeson

9. MOTIONS

There were no Motions.

10. NOTICES OF MOTION

There were no Notices of Motion.

11. PRIVATE & CONFIDENTIAL

Committee determined that discussion of Item 11.1 was not required in Closed Session. Please refer to Item 8.1 for disposition of this matter.

12. ADJOURNMENT

There being no further business, the Grants Sub-Committee adjourned at 10:08 a.m.

Respectfully submitted,

Angela McRae
Legislative Coordinator

Councillor Nrinder Nann
Chair, Grants Sub-Committee



City of Hamilton Report for Consideration

To: Chair and Members
Grants Sub-Committee

Date: September 3, 2025

Report No: **GRA25005**

Subject/Title: 2025 City Enrichment Fund Updates

Ward(s) Affected: City Wide

Recommendations

- 1) That the 2025 City Enrichment Fund (CEF) recommendations approved in Report GRA25003 be updated with the amendments outlined in the attached Appendix "A" to Report GRA25005 **BE APPROVED**, and that the total amount of \$5,702 be funded from the \$50,000 previously approved from the CEF Reserve #112230 for use by the Appeals process in 2025, and that the amount be funded from the CEF budget for the remainder of the Multi-Year Funding period.
- 2) That the information regarding the remaining two 2025 grants **BE RECEIVED**:
 - i. ART - B2 Festival of Friends
 - ii. SAL – A2 Binbrook Minor Baseball Association

Key Facts

- The purpose of Report GRA25005 is to provide the Grants Sub-Committee with updates to the 2025 approved recommendations, including a detailed record of the two remaining grants, as of August 1, 2025, that are held pending the submission of additional information.
- Updates to the 2025 recommendations include the Dundas Museum and Archives application, CCH-A20 to correctly reflect multi-year funding (MYF) status.
- Updates to the 2025 recommendations include the Flamborough Connects recommendations to be correctly adjusted by \$5,702 overall.

- As per CEF policies, grantees (successful applicants) must meet all requirements before any approved funding can be released. Those not in compliance receive a “hold” as part of their future funding approvals.
- All held 2025 grantees were presented to the Grants Sub-Committee on May 14, 2025, and approved through Report GRA25003. Grantees that are not in compliance by November 1, 2025, forfeit the approved grants for their programs and/or projects in 2025.

Financial Considerations

This report does not include a financial request. This report recommends the reallocation of \$5,702 from the Appeals Process to correct CEF 2025 recommendation values.

Background

Since 2015, the CEF program has enhanced Hamilton communities through annual investments in local charities, not-for-profit, and grassroot organizations that deliver a wide range of programs and services to citizens across the city. Grants are awarded across the following seven program areas:

- Agriculture (AGR)
- Arts (ART)
- Communities, Culture & Heritage (CCH)
- Community Services (CS)
- Digital (DIG)
- Environment (ENV)
- Sport & Active Lifestyles (SAL)

Each year, staff provide the Grants Sub-Committee with funding recommendations in support of successful applicant programs. Grantees with arrears, outstanding final reports or required material, such as audited financial statements, are held pending compliance. In 2025, 435 grants were approved, with 19 grants held pending the successful submission of additional information and final reports. CEF Funding Agreements are not issued until after a hold has been satisfied.

CEF Funding Agreements must be signed and submitted before funding is released. The deadline for these agreements to be signed and submitted each year is November 1, 2025.

Analysis

Following the 2025 funding recommendations, CEF staff identified corrections needed to reflect the approved status and correct funding levels. Additional measures and updates to the recommendation phase process are being managed to ensure greater accuracy and oversight moving forward.

On May 14, 2025, 19 grants were approved subject to holds due to pending final reports and additional information. Staff have supported all grantees in submitting reports and achieving compliance. As of August 1, 2025, 2 grants remain on the hold list.

Corrections

This report brings forward corrections to three recommendations from the approved 2025 CEF Grant Recommendations. These corrections are proactive responses to errors that would negatively impact grant recipients and proposes solutions to ensure an equal application of the funding policies and recommendations. These updates are detailed in Appendix “A” to GRA25004 and provided briefly below:

- Dundas Museum and Archives, CCH-A20: Corrected to indicate Multi-Year Funding status.
- Flamborough Connects Senior Services program: Corrected to accurately reflect the 2026 funding level at \$3,690.
- The Flamborough Connects Community Outreach Services program: Corrected to accurately reflect the 2026 funding level at \$41,590.

Held Grants

Following the submission of Report GRA25003 on May 14, 2025, to the Grants Sub-Committee, all but two grantees have successfully met outstanding requirements. All remaining grantees with holds have received multiple instances of proactive outreach from their respective Program Managers and the CEF administrative team.

The following table outlines the two remaining held 2025 grantees with a total value of \$92,800:

Grant Reference Number	Organization	Program	Hold Details	Value of Approved Grant
ART - B2	Festival of Friends	Festival of Friends	Missing Audited Financial Statements	\$90,000
SAL- A2	Binbrook Bisons Minor Baseball Association	Binbrook Minor Baseball Association Rally Cap Program	Outstanding Final Report	\$2,800

Staff are continuing to support to resolve these holds prior to the CEF Funding Agreement November 1, 2025, deadline.

Grantees that do not successfully resolve holds will forfeit the approved funding amounts. All returned and uncollected grant totals are presented to Council and are recommended to be returned to the CEF Reserve account in Q1 each year.

Alternatives

An alternative recommendation is to fund the \$5,702 balance one-time from the Tax Stabilization Reserve #110046 instead of funds allocated for the Appeals Process.

Relationship to Council Strategic Priorities

Report GRA25005 aligns with Priority 3 of City Council's strategic priorities.

Priority 3: Responsiveness & Transparency

1. Prioritize customer service and proactive communication

CEF staff are committed to providing excellent customer service to all potential and existing applicants and partners. Staff are proactively sharing the status of all outstanding holds for transparency to the affected organizations, Council and the public.

Previous Reports Submitted

2025 City Enrichment Fund Recommendations REVISED (GRA25003) (City Wide)

<https://pub-hamilton.escribemeetings.com/Meeting.aspx?Id=50112e19-d05d-438f-8a8e-f220c7cc19f5&Agenda=Merged&lang=English&Item=18&Tab=attachments>

Consultation

Several divisions across the corporation play a key role in shaping and executing the direction of CEF.

- Monique Garwood, Business Administrator, Corporate Services Department

CEF Program Managers

- AGRICULTURE: Tyson McMann, Business Development Consultant, Planning and Economic Development Department
- ARTS AND COMMUNITIES, CULTURE & HERITAGE: Kristina Durka, Policy Analyst, Planning and Economic Development Department
- COMMUNITY SERVICES: Carmen Bian, Senior Policy Analyst Policy & Programs, Healthy and Safe Communities Department
- DIGITAL: Fernando Duque de Estrada, Senior Project Manager Digital Innovation, City Manager's Office
- ENVIRONMENT: Morgan Evans, Clean and Green Coordinator, Public Works Department
- SPORT & ACTIVE LIFESTYLES: Mike Savoy, Sports Specialist, Healthy and Safe Communities

Appendices and Schedules Attached

Appendix A: 2025 City Enrichment Fund Recommendations Updates

Prepared by: Andrea Carvalho, Advisor, City Enrichment Fund
City Manager's Office, Communications and Engagement

Rebecca Frerotte, Grants Coordinator, City Manager's Office,
Communications and Engagement

Submitted and recommended by: Heather Anderson, Director, Communications and Engagement
City Manager's Office

2025 City Enrichment Fund Recommendations Updates

Recommendations as approved:

REF #	Organization Full Name (Legal Name)	Application Title	Rating	2024 CEF Funding*	Program Budget	Amount Requested	2025 Recommended Funding
CCH – A20	Dundas Museum and Archives (Dundas Historical Society Museum)	Discover Your Historical Dundas	A	\$8,142	\$25,379	\$7,500	\$7,500
MYF – CS – E6	Flamborough Connects (Flamborough Information and Community Services)	2025 Flamborough Connects Senior Services	A	\$6,541	\$46,748	\$8,748	\$6,541
MYF – CS – F3	Flamborough Connects (Flamborough Information and Community Services)	2025 Flamborough Connects Community Outreach Services	A	\$33,037	\$138,634	\$41,590	\$33,037

Recommendations as updated and corrected, with corrections highlighted:

REF #	Organization Full Name (Legal Name)	Application Title	Rating	2024 CEF Funding*	Program Budget	Amount Requested	2025 Recommended Funding
MYF - CCH – A20	Dundas Museum and Archives (Dundas Historical Society Museum)	Discover Your Historical Dundas	A	\$8,142	\$25,379	\$7,500	\$7,500
MYF – CS – E6	Flamborough Connects (Flamborough Information and Community Services)	2025 Flamborough Connects Senior Services	A	\$3,690	\$46,748	\$8,748	\$3,690
MYF – CS – F3	Flamborough Connects (Flamborough Information and Community Services)	2025 Flamborough Connects Community Outreach Services	A	\$42,767	\$138,634	\$41,590	\$41,590

Abbreviation Glossary

CEF – City Enrichment Fund

REF# - Reference Number

CCH – Communities, Culture & Heritage

MYF – Multi-Year Funding

CS – Community Services



City of Hamilton Report for Consideration

To: Chair and Members
Grants Sub-Committee

Date: September 3, 2025

Report No: **GRA25004**

Subject/Title:

Ward(s) Affected: City Wide

Recommendations

- 1) That staff **BE DIRECTED** to adjust the application deadline for the Agriculture program area from November 15 to December 5 annually.
- 2) That staff **BE DIRECTED** to pilot an 18-month project timeline in the Arts program area Creation & Presentation Stream for two grant cycles (2026 and 2027), and to report back on the outcomes of this pilot prior to the 2028 CEF cycle (Q4 2027 launch) as outlined in Appendix "A" to Report GRA25004.
- 3) That staff **BE DIRECTED** to create a new "Organizational Capacity Building" stream within the Community Services program area as outlined in Appendix "B" to Report GRA25004.
- 4) That Appendix "C" to Report GRA25004, respecting other changes to the City Enrichment Fund guidelines **BE RECEIVED**.

Key Facts

- The purpose of this report is to provide the Grants Sub-Committee with program enhancement opportunities ahead of the 2026 CEF cycle.
- In response to community feedback, this report recommends a new deadline for the Agriculture program area to accommodate harvesting season.
- In response to community feedback and in keeping with other municipal practices, an 18-month project timeline pilot for the Arts Creation & Presentation stream, is recommended.

- This report recommends the creation of a new Community Services funding stream to support organizational development and capacity building in the human services sector.

Financial Considerations

There are no financial impacts in this report.

Background

On May 27, 2016, the Director of the Government Relations and Community Engagement was delegated the authority to amend all City Enrichment Fund forms, guidelines and program areas as needed, reporting any and all changes annually to the Grants Sub-Committee. This delegated authority was further updated and confirmed at Grants Sub-Committee on July 3, 2025.

At the August 11, 2022, Audit Finance & Administration meeting, staff were directed to review the fund's current overall funding guidelines, program handbooks, related funding caps and report back to the Grants Sub-Committee with recommendations to ensure the fund is evolving with the needs of community. Over the 2023 CEF cycle, staff began offering translation services, introduced the use of DocuSign and created opportunities for new applicants with a revised funding approach.

In advance of the 2024 CEF cycle, staff consulted with community partners and the public at large to further develop recommendations for the program. Through this work a set of funding principles and short and long-term goals were developed that influence the ongoing evolution of the CEF program.

At the September 14, 2023, Grants Sub-Committee meeting, staff continued to update the program and received Council approval to streamline the financial review process and amend the 30% funding policy. At this same meeting, staff were directed to review CEF's overall funding and program area guidelines and report back to the Grants Sub-Committee with recommendations to ensure the fund is evolving with the needs of community in advance of the 2025 intake (Report GRA23004).

The CEF program is committed to evolving, adapting to best practices, and meeting the changing and growing needs of the city. This report reflects a commitment to continuous improvement, client support, and transparency.

Analysis

CEF staff are committed to transitioning the program through meaningful incremental changes. A combination of internal assessment and external feedback from the community have informed the recommendations and information within this report.

Application Deadline - Agriculture

Since 2024, the annual CEF intake period has shifted twice, first to accommodate consultation, and second to establish a new permanent intake period based on

feedback from community. As a result of specific feedback from the rural community, this report recommends permanently moving the Agriculture program area intake deadline to December 5.

The current November 15 deadline coincides with the final stages of the harvest season in Hamilton. This significantly impacts the availability of the volunteers from the not-for-profit agricultural organizations to prepare and submit their CEF applications. The proposed December 5 deadline responds directly to community feedback and better reflects the realities of Hamilton's rural and agricultural communities.

Staff have determined that the administrative implications of a later intake for the Agriculture program area can be effectively managed as this is one of the smaller CEF program areas.

18 - Month Project Timeline Pilot

This report recommends the development of a two-year pilot testing 18-month project timelines for grantees awarded CEF Arts, Creation & Presentation (C&P) grants. The recipients of these grants are professional artists or artist collectives.

C&P grantees have consistently provided feedback requesting a longer project timeline to adequately complete and present their projects. Currently, grantees are notified of funding results in May and are required to complete their project by December.

While the current grant timeline (January to December) allows projects to begin prior to receiving the grant funding, the applicant assumes the risk of beginning the project without confirmed grant support. Staff have observed that many grantees do not begin their projects until CEF results are known as CEF funding is essential to the success and scale of each project.

Modifying the timeline to allow 18-months for project completion will better allow projects to be implemented post grant notification. Comparable municipalities utilize a similar timeline based on the receipt of funds or Council ratification, whereas CEF is based on the calendar year. To ensure a consistent administrative schedule, one final report deadline will be recommended for all C&P projects. This will streamline the process and allow staff to receive all grantee final reports prior to the next eligible intake year.

The timeline to complete C&P projects is the only proposed change for this stream. The 18-month project timeline framework and municipal best practices scan are detailed in Appendix "A" to Report GRA25004.

New Community Services Organizational Capacity Building Stream

In consultation with applicants to the Community Services (CS) program area, staff have identified the need for an additional stream to increase the effectiveness and resiliency of the human services sector at the organizational level. Organizations may submit funding requests in support of internal facing one-time projects that grow and strengthen operations, such as the development of strategies and plans, financial records, governance documents, policy improvements, and advancing inclusion,

diversity, equity, and accessibility programs. The proposed Organizational Capacity Building stream will provide equitable access to organizational capacity funding for both returning and new applicants.

This stream will ensure more equitable access to funding for applicants from the human service sector in Hamilton, as organizational capacity building streams already exist in four of the seven CEF program areas. Funding to support this stream will be awarded from the existing CEF budget.

The CS Organizational Capacity Building stream will allow human service organizations to prioritize existing budgets on the increasing demand for program delivery, while building administrative resiliency and capacity. The stream is modelled after other CEF Capacity Building streams. Full eligibility and application assessment criteria is detailed in Appendix “B” to Report GRA25004.

Administrative Updates

CEF is managed with a continuous improvement lens to provide an applicant-centered funding program. Throughout the funding cycle, staff assess each stage and develop immediate and long-term improvements within the CEF workplan. The following administrative program updates are being implemented to streamline the grant portal process, reflect corporate standards and practices, and support program sustainability:

- Application intake date clarity: October 1 to November 15 (or next business day)
 - Providing clarity on application due dates when dates fall on weekends on a go forward basis.
 - In 2025, the deadline for CEF applications to the 2026 cycle will be November 17, at 4 pm.
- Program Area Updates: CCH, CS, and SAL
 - Minor updates to the CCH, and SAL streams related to number of applications that can be submitted per stream or program area.
 - Changes to the evaluation percentages of the CS, Emerging Needs and Program Innovation Stream.
- Appeals Guidelines Updates
 - Clarifying rules for the Appeals process to allow procedural error to be addressed through appeals, in addition to extenuating circumstances.
 - Clarifying frequency of eligibility of C&P applicants to appeal.
- Applications and Budget Form and improvements for administrative efficiencies and to enhance user experience.
- General Guidelines and Program Handbook Updates
 - Improved clarity of definitions for consistency and updating handbooks to reflect all changes within this report.
- R.R. McCann Family Foundation update
 - Confirming the 3-year matching commitment from the R. R. McCann Family Foundation in support of the Digital program area.

With an approximate 500+ CEF users annually, ranging from applicants, adjudicators, and staff, enhancing the administrative performance of CEF is a priority to ensure a

user friendly and accessible program. Detailed descriptions, rationale, and status of each improvement is provided in the attached Appendix “C” to Report GRA25004.

Alternatives

Alternative to Recommendation 1) the proposed Agriculture application deadline of December 5 could be recommended as a pilot, with staff evaluating the efficacy of the new deadline ahead of the 2027 application intake. Given several changes to application deadlines over the past three grant cycles, making this change permanent would help provide greater stability and consistency for applicants, and reduce unpredictability in future years.

Alternative to Recommendation 2) the C&P pilot could instead offer grant recipients twelve months from grant notification to complete the project. This aligns with other municipalities practices. However, this would create administrative challenges as the grantees would have differing final report deadlines and depart from using a consistent CEF program approach to final report deadlines.

Alternative to Recommendation 3) the new Organizational Capacity Building stream could alternatively be offered as a 2-year pilot, with staff reporting back on the efficacy of the stream and recommending whether or not it should be made permanent before the 2028 application intake (Q4 2027). This alternative would require additional staff reporting, maintain discrepancies between Program Area offerings, and introduce unpredictability in future years. Establishing this stream as a permanent offering from the outset would instead help build applicant awareness in a gradual and sustainable manner, preventing a surge of applications in years one and two, and allowing organizations to apply when the stream best aligns with their work.

Relationship to Council Strategic Priorities

Report GRA25004 aligns with Priority 3 of City Council's strategic priorities.

Priority 3: Responsiveness & Transparency

1. Prioritize customer service and proactive communication.

CEF staff are committed to providing excellent customer service to all potential and existing applicants and partners. Staff are proactively working to continuously improve the City Enrichment Fund to more responsively, meet the needs of community. These changes are being proposed in an incremental fashion to ensure transparency and excellence in customer service.

Previous Reports Submitted

2025 City Enrichment Fund Recommendations REVISED (GRA25003) (City Wide)

<https://pub-hamilton.escribemeetings.com/Meeting.aspx?Id=50112e19-d05d-438f-8a8e-f220c7cc19f5&Agenda=Merged&lang=English&Item=18&Tab=attachments>

City Enrichment Fund 2025 Program Updates and Improvements (GRA24004) (City Wide)

<https://pub-hamilton.escribemeetings.com/Meeting?Id=6c03a36e-968a-4aa5-9e75-c5a01c8e4a52&Agenda=Agenda&lang=English&Item=14&Tab=attachments>

Consultation

Several divisions across the corporation play a key role in shaping and executing the direction of CEF.

- Monique Garwood, Business Administrator, Corporate Services Department

CEF Program Managers

- AGRICULTURE: Tyson McMann, Business Development Consultant, Planning and Economic Development Department
- ARTS AND COMMUNITIES, CULTURE & HERITAGE: Kristina Durka, Policy Analyst - Grants, Planning and Economic Development Department
- COMMUNITY SERVICES: Carmen Bian, Senior Policy Analyst Policy & Programs, Healthy and Safe Communities Department
- DIGITAL: Fernando Duque de Estrada, Senior Project Manager Digital Innovation, City Manager's Office
- ENVIRONMENT: Morgan Evans, Clean and Green Coordinator, Public Works Department
- SPORT & ACTIVE LIFESTYLES: Mike Savoy, Sports Specialist, Healthy and Safe Communities

Appendices and Schedules Attached

Appendix A: City Enrichment Fund – Arts Program Area – Creation & Presentation Stream Updates Framework

Appendix B: City Enrichment Fund – Community Service Program Area – Organizational Capacity Building Stream Framework

Appendix C: 2026 City Enrichment Fund Administrative Updates

Prepared by: Andrea Carvalho, Advisor, City Enrichment Fund
City Manager's Office, Communications and Engagement
Rebecca Frerotte, Grants Coordinator, City Manager's Office,
Communications and Engagement

Submitted and recommended by: Heather Anderson, Director, Communications and Engagement
City Manager's Office

City Enrichment Fund – Arts Program Area – Creation & Presentation Stream Updates Framework

Objective and Background: To offer successful City Enrichment Fund (CEF) Arts Program Area, Creation & Presentation (C&P) Stream applicants a 18-month project timeline during which they can complete their proposed projects.

The two-year pilot would begin with the 2026 CEF cycle, application intake period is Q4 2025, with grantees to both the 2026 and 2027 CEF program years receiving the 18-month completion timelines.

Community feedback in support of longer timelines for C&P projects has been consistently received by CEF staff since 2016. This pilot meets two of the initial community recommendations in the design of the CEF program:

- To be more consistent with best practices.
- Flexible to address the needs of the community.

Current State: Typically, successful CEF grantees receive notification of confirmed grant funding at the end of May with projects required to be completed by the end of December.

While the current grant timeline allows projects to begin prior to receiving the grant funding, the applicant assumes the risk of beginning the project without confirmed grant support. Many grantees do not begin their projects until CEF results are known as CEF funding is essential to the success and scale of each project.

Future State: Modifying the timeline to 18-months for project completion will better support grantee projects to be implemented post grant notification. Comparable municipalities utilize a similar timeline based on the timing of receipt of funds, as funding receipt is not tied to Council ratification, but instead to when a grantee has successfully signed their funding agreement.

This update recommends a consistent timeline for all grants to ensure a consistent administrative schedule. This ensures the Program Manager responsible for the C&P Stream receives all prior year final reports, prior to intake beginning for the following year grants.

Eligibility: The current eligibility requirements remain unchanged. All applicants will continue to have the option to complete their projects earlier and will not need to opt-in to receive the 18-month timeline. C&P successful grantees will continue to be eligible to submit grant applications every other grant cycle.

Implementation and Process: All successful C&P applicants for the years 2026 and 2027 CEF program years will be subject to the following (simplified) timelines, 2025 project timeline included for comparison:

CEF 2025	CEF 2026	CEF 2027
Application Intake	Application Intake	Application Intake
October 1 – November 15, 2024	October 1 – November 17, 2025	October 1 – November 16, 2026
Application Results (Recommendations Ratified)	Application Results (Recommendations Ratified)	Application Results (Recommendations Ratified)
May 2025	May 2026	May 2027
Projects Implemented	Projects Implemented	Projects Implemented
January 2025 – December 2025	January 2026 – June 2027	January 2027 – June 2028
Final Report Due April 1, 2026	Final Report Due August 1, 2027	Final Report Due August 1, 2028

Evaluation: In year 2 (final year of the pilot), staff will assess the pilot to determine:

- The impact on and satisfaction of applicants (using Net-Promoter-Score as measure).
- The greater impact that C&P recipients can make because of this shifted timeline measured through:
 - Broadened community access to art created compared to 2025 results.
 - Ability of grantees to leverage additional funding sources towards artists’ projects.
- Improved administrative efficiencies if applicable.

The 2025 projects already approved on the prior 12-month timeline will be used by staff as the comparable benchmark data.

CEF staff will bring a further report, prior to the 2028 application intake window to recommend whether this pilot be discontinued, made permanent, and/or applied to other CEF streams funding one-time projects.

Summary of Municipal Scan

Municipality	Artist Grants Program Timelines
City of Windsor	<p>The Culture section encourages applicants to submit projects that will be complete within six (6) months to one (1) year of receipt of funds.</p> <p>Interpretation: 6-months to 1-year from receipt of funds aligns with an 18-month total project timeline for the City of Hamilton based on late May approval window.</p>
City of Ottawa	<p>Reporting must be completed either:</p> <ul style="list-style-type: none"> - Following completion of the funded activities; or - Twelve months after receipt of the funds; or - At the time of subsequent application to the program <p>Interpretation: Twelve months after receipt of funds aligns with proposed 18-month total project timeline for the City of Hamilton based on late May approval window.</p>
City of Kingston (Delivered by the Kingston Arts Council)	<p>CKAY Project Grants have a maximum term of 14 months from October to December.</p> <p>Interpretation: The 14-month timeline is in keeping with notifications for Kingston's project grants being notified in October. This aligns with an 18-month total project timeline for the City of Hamilton based on late May approval window.</p>
City of Toronto (Delivered by the Toronto Arts Council)	<p>Projects must be completed within two years of the date of your grant notification letter.</p> <p>Interpretation: This timeline is longer than the proposed CEF 18-month timeline, a timeline of this length would interfere with receiving final reports from grantees, prior to submission of grants during their next eligible intake period.</p>

City Enrichment Fund

Community Services Program Area

Organizational Capacity Building Stream Framework

Objective and Background: The proposed “Organizational Capacity Building” stream will support one-time projects that enhance organizational resiliency by funding internal facing projects that strengthen an organization. This new stream provides equitable access to organizational capacity funding across the City Enrichment Fund (CEF) program.

The CEF administrative team, in consultation with applicants to the Community Services (CS) Program Area have identified the need for an additional stream in CS to increase the effectiveness and resiliency of the human services sector at the organizational level by enabling them to enhance program delivery, implement best practices, advance Inclusion, Diversity Equity and Accessibility (IDEA) initiatives, identify continuous improvement processes and remain fiscally viable.

Organizational capacity building streams already exist in four of seven of the other CEF Program Areas. The creation of the CS Organizational Capacity Building Stream will provide equitable access to organizational capacity funding for applicants from the human service sector across the city of Hamilton.

Future State: Creation of the Organizational Capacity Building Stream will allow human service organizations to prioritize existing revenues on the increasing demand for program delivery, with this funding providing an opportunity to enhance their internal organizational capacity. This proposed stream meets three of the initial community recommendations in the design of the CEF program:

- Increased community impact – strategic and equitable
- To be more consistent with best practices
- Flexible to address the needs of the community.

Stream Description:

Organizational Capacity Building

To strengthen the effectiveness and resilience of Hamilton’s human services organizations.

This funding stream provides one-time project grants to legally incorporated nonprofit organizations or organizations with a current valid registered charitable status to support

organizational capacity building strategies including 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.

Applicants can be returning CS CEF grantees or first-time applicants. This stream is for one-time project funding, as such, the outcome of this request has no bearing on any other active CS CEF applications an applicant has submitted for funding.

Eligibility: Any human service non-profit organization that has been legally incorporated or has had a valid current registered charitable status that has been fully operational for one full year.

The applicant does not need to have received CS CEF funding in the past or be intending to apply for any new funding from CS CEF, individual organizations or collaborating organizations may apply, but only one lead applicant can apply if the request is coming from a collaborative initiative.

Applicants may only successfully receive funding from this stream every other year.

Examples of Eligible Organizational Capacity Projects:

Examples eligible projects include but is not limited to:

- Costs associated with obtaining either legal not-for-profit incorporation or registered charitable status,
- Various organizational plans (strategic, IDEA, risk management, privacy, cybersecurity etc.),
- Facilitating an organization completing first time audited-financial statements
- Governance and policy review and creation, or,
- Costs related to creating systems level change through development of partnership/collaboration at an organizational level.

Ineligible Requests:

- Attendance at annual professional service organization general meetings or conferences.
- Ongoing operating costs (including staff time and recruitment).
- Publications, marketing, program advertising.
- Academic and professional training.
- Capital project planning studies or minor capital and equipment costs.
- Mandated training (e.g. Workplace Hazardous Materials Information System (WHMIS) or Accessibility for Ontarians with Disabilities Act (AODA) etc.

- Fundraising/Revenue generation plan, marketing plans, volunteer management plans/strategies.
- Projects that have been previously funded through this stream.
- Organizations who have received CEF funding from this stream in the immediately preceding year.
- Requests over \$15,000

Maximum Funding:

Applicants may request a maximum of \$15,000 in this stream. Applicants must acknowledge that full requests may not be awarded depending on request levels across CEF.

Assessment Criteria:

All applicants must be able to demonstrate good use of public funds.

The applications will be assessed according to:

60% 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 probable impact on the organization and its ability to respond to change.
- The capacity of the organization to apply the results of the project.

30% 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 budget.
- 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.

Summary of CEF Internal Scan:

Program Area	Capacity Building Stream
Agriculture	No - Capacity Building Stream
Arts	Yes - Existing Capacity Building Stream <ul style="list-style-type: none"> • Focused on internal organizational capacity building. • Organizations are eligible to receive funding every other year. • Funding capped at \$25,000. • 5 applicants in 2025, 5 successful.
Communities, Culture & Heritage	Yes - Existing Capacity Building Stream <ul style="list-style-type: none"> • Focused on internal organizational capacity building. • Organizations are eligible to receive funding every other year. • Funding capped at \$25,000. • 1 applicant in 2025, 1 successful.
Community Services	No - Capacity Building Stream – Proposed via this Report.
Digital	No - Capacity Building Stream (New Program Area, piloted in 2023-2024, and made permanent in 2025).
Environment	Yes - Existing Capacity Building Stream <ul style="list-style-type: none"> • Focused on internal organizational capacity building. • Organizations are eligible to apply every year, but projects must be substantially different. • Funding capped at \$25,000. • 2 applicants in 2025, 2 successful.
Sport & Active Lifestyles	Yes - Existing Capacity Building Stream <ul style="list-style-type: none"> • Focused on internal organizational capacity building. • Organizations are being restricted to apply every-other-year, via Appendix D to GRA25004. • Funding capped at \$7,500. • 8 applicants in 2025, 8 successful.

2026 City Enrichment Fund Administrative Updates

The City Enrichment Fund (CEF) program is managed with a continuous improvement lens. Each year staff assess CEF to apply administrative improvements across all areas of the program. All updates will be communicated and shared widely to all potential applicants during the intake window. The following table outlines the incoming CEF program updates to better serve applicants and enhance program operations.

Update	Rational and Impact
<p>Application intake closing – date clarity.</p> <p>October 1 – November 17</p>	<p>In 2025 November 15 falls on a Saturday, to ensure adequate applicant support, intake for the 2026 period will be shifted to the closest business day after November 15. All applications for projects taking place in 2026 must be received by 4:00 pm on Monday November 17, 2025.</p> <p>Moving forward when a CEF deadline falls on a weekend or statutory holiday, it will be extended to the following working day.</p> <p><i>Status: In Progress</i></p>
<p>Program Area Updates</p>	<p>Communities, Culture & Heritage (CCH):</p> <ul style="list-style-type: none"> • Effective 2026, the CCH Events & Established Activities – Small category will be limited to a maximum of two total applications from a single organization. <ul style="list-style-type: none"> ○ This change does not impact currently funded returning applicants and is therefore being implemented within the 2026 CEF cycle. ○ The existing limit of one application within the Large category remains unchanged. ○ This update supports the long-term sustainability of the CCH program area and ensures continued access for new applicants. <p>Community Services (CS):</p> <ul style="list-style-type: none"> • Update evaluation criteria for the Emerging Needs and Program Innovation stream to place greater emphasis on the organizational capacity section: <ul style="list-style-type: none"> ○ Organizational Capacity: 38% ○ Program Merit: 24% ○ Community Impact: 38% <p>Sport & Active Lifestyles (SAL):</p> <ul style="list-style-type: none"> • Effective 2027, (CEF cycle beginning in Q4 2026) organizations may only receive funding from the Capacity

Update	Rational and Impact
	<p>Building stream every other year, and projects must be substantially different than those they have previously received funding for.</p> <ul style="list-style-type: none"> ○ This update is consistent with the CCH, ARTS, and CS, Capacity Building streams where funding is limited to every other year to ensure broad access, and emphasize the one-time internal facing nature of these projects. ○ This update will be phased-in beginning with awareness and communication to all current and future applicants to ensure that organizations are provided a period of adjustment. <ul style="list-style-type: none"> ● Effective 2028, (CEF cycle beginning in Q4 20267) SAL applications will be limited to three applications per organization per year (with the exception of the Capacity Building stream as this provides internal facing project support). <ul style="list-style-type: none"> ○ The SAL program has experienced a significant increase in requests, up by 80% or from 46-83 applications over the last 2 years. ○ By limiting the number of applications, this update is designed to continue the support for new applicants. ○ This update will be phased-in to provide a period of adjustment to impacted organizations and to ensure adequate awareness and communication is provided. ○ During the interim applicants may still apply to more than three applications per year. ○ This change does not impact an organization's ability to submit in other program areas for different programs when eligibility is met. i.e., an organization applying to both CS and SAL. <p><i>Status: In Progress</i></p>
Appeals Guidelines Updates	<p>The Appeals Process guidelines will be updated to clarify that an appeal may be submitted, regardless of rating, if a procedural error was made resulting in an error to the recommendation of funding.</p> <p>Examples include:</p> <ul style="list-style-type: none"> ● If returning groups are recommended funding in error as new organizations. ● If a returning organization's prior year funding is not accurate.

Update	Rational and Impact
	<p>This change will ensure that applicant needs can be met promptly in the event of a staff error.</p> <p>Additional changes to Appeals Guidelines:</p> <ul style="list-style-type: none"> • Organizations are currently not permitted to receive appeals funding in two consecutive years. To ensure consistency across CEF, the appeals language will be updated to clarify that applicants to the Creation & Presentation (C&P) stream are not eligible to receive appeals funding in two consecutive grant cycles. • While C&P applicants are only eligible to apply every other year, this still constitutes two consecutive grant cycles within their stream. <ul style="list-style-type: none"> ○ For example: An artist applies in Year 1 and receives funding through the appeals process. They are not eligible to apply in Year 2. If they apply again in Year 3 and seek an appeal, they would be ineligible, as this would represent two consecutive appeals in the C&P stream's grant cycle. <p><i>Status: In Progress</i></p>
Budget Form and Application Forms Improvements	<p>Technical updates to improve user experience:</p> <ul style="list-style-type: none"> • Automations to restrict funding requests exceeding stream maximums. • Additional checkbox to ensure applicants are submitting signed Audited Financial Statements when required. • Improve CSS wrapping on Grant Portal to better reflect City of Hamilton branding. • Improve visibility of required tasks to applicants throughout application process through using pre-requisite settings in Grant Portal. • Limiting the number of City of Hamilton Strategic Priorities that can be selected within the application to ensure applicants are speaking most directly to the priorities they are helping to address. <p><i>Status: In progress</i></p>
Program Handbook Updates	<p>Update guidelines and handbooks to provide clearer and consistent language overall including:</p> <ul style="list-style-type: none"> • Improve definition of Capital “Equipment” as opposed to program expenses. • Improved clarity on eligible expenses, in particular specialized equipment in the SAL accessible sports stream.

Update	Rational and Impact
	<ul style="list-style-type: none">• Handbook and General Guideline updates to reflect all changes made via this report. <p><i>Status: In Progress</i></p>
R. R. McCann Family Foundation Update	<p>On July 11, 2025, the R. R. McCann Family Foundation signed an acknowledgement and release committing to provide matching funds to registered charitable organizations receiving CEF Funding from the Digital program area, with an annual commitment up to \$50,000.00 in 2025, 2026 and 2027.</p> <p>CEF is appreciative of these matching grants to CEF recipients, and the impact this granting will have on the growth of Digital equity in Hamilton.</p>