

## **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:**

<b>Program Area</b>	<b>Capacity Building Stream</b>
Agriculture	No - Capacity Building Stream
Arts	Yes - Existing Capacity Building Stream <ul style="list-style-type: none"> <li>• Focused on internal organizational capacity building.</li> <li>• Organizations are eligible to receive funding every other year.</li> <li>• Funding capped at \$25,000.</li> <li>• 5 applicants in 2025, 5 successful.</li> </ul>
Communities, Culture & Heritage	Yes - Existing Capacity Building Stream <ul style="list-style-type: none"> <li>• Focused on internal organizational capacity building.</li> <li>• Organizations are eligible to receive funding every other year.</li> <li>• Funding capped at \$25,000.</li> <li>• 1 applicant in 2025, 1 successful.</li> </ul>
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"> <li>• Focused on internal organizational capacity building.</li> <li>• Organizations are eligible to apply every year, but projects must be substantially different.</li> <li>• Funding capped at \$25,000.</li> <li>• 2 applicants in 2025, 2 successful.</li> </ul>
Sport & Active Lifestyles	Yes - Existing Capacity Building Stream <ul style="list-style-type: none"> <li>• Focused on internal organizational capacity building.</li> <li>• Organizations are being restricted to apply every-other-year, via Appendix D to GRA25004.</li> <li>• Funding capped at \$7,500.</li> <li>• 8 applicants in 2025, 8 successful.</li> </ul>