



## **2012 Program Guidelines**

**Application Deadline  
Thursday, January 26, 2012  
by 4:00pm**

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For more information about the Community Service Partnerships Program, contact us at 416-392-9125, or by mail at Social Development, Finance & Administration Division, Community Resources Section, City Hall, 15<sup>th</sup> Floor, East, 100 Queen Street West, Toronto, ON M5H 2N2.

For more information on City of Toronto funding programs, including the CSP application, please visit the City of Toronto web site at [www.toronto.ca/grants](http://www.toronto.ca/grants)

## **2012 CSP PROGRAM GUIDELINES**

### **What is the Community Partnership and Investment Program (CPIP)**

The Community Partnership and Investment Program helps the City of Toronto achieve its social, economic and cultural goals through funding to community sectors. The City's goals are better achieved by supporting the work of organizations that are closer to the communities they serve. CPIP programs address issues related to the work of City Divisions.

### **Why does the City of Toronto have funding programs?**

In Toronto, a network of organizations works directly with their chosen community. To better achieve its strategic goals, the City establishes funding partnerships with organizations that are connected to these communities. By investing in funding partnerships, Toronto is investing in a future of engaged residents, a socially educated workforce, and inclusive, safe communities.

Together with these organizations, the City moves towards its goal of strengthening communities and improving the social prospects of its residents.

### **Core values of the City of Toronto Grants Policy**

The City of Toronto promotes and maintains responsible and accountable governance, where the interests of individuals and communities are balanced with those of the city as a whole. Public participation is an integral part of the City's decision-making process. The City of Toronto is guided by the following values:

#### **Accessibility**

All qualified applicants must have the opportunity to make an application to the City of Toronto.

#### **Fairness and equity**

No organization or individual will receive less favourable treatment on the grounds of geography, race, nationality, age, religion, gender, sexual orientation, disability or ethnic origin.

#### **Openness and transparency**

The City of Toronto will make information about the evaluation processes and criteria publicly accessible.

#### **Accountability**

The City of Toronto will make information about its funding activities available to the public, and will ensure that City funding is used for the purposes for which it is provided.

#### **Responsiveness**

The City of Toronto will involve the community in the ongoing review of community needs, and ensure that its funding programs are able to meet new and emerging needs.

# The Community Service Partnerships (CSP) Program

## Mission Statement and Goals

The CSP facilitates access to services that improve social outcomes for vulnerable, marginalized and high-risk communities. It does this by providing ongoing funding to community based programs that:

- are designed for vulnerable, marginalized, high-risk communities
- clearly identify a social service need of this community, and are focused on the achievement of attainable, measurable, social outcomes related to these needs
- maximize their effectiveness through the use of capacity-building approaches.

Programs that demonstrate the closest fit with the CSP mission statement are those that:

- 1. Are designed for vulnerable, marginalized, high-risk communities:**  
Priority communities include ethno-racial communities identified in research sources, such as the report commissioned by the City of Toronto titled, "Ethno-racial Inequality in Toronto;" the disability communities; gay, lesbian and transsexual/transgendered communities; ethno-racial seniors; the Aboriginal communities; youth; and under-resourced geographic communities.
- 2. Clearly identify a social service need of this community, and are focused on achieving attainable, measurable, social outcomes related to these needs:**  
Priority is given to requests that clearly demonstrate their effectiveness in meeting one or more of the following community service needs:
  - **Reducing social isolation:** programs that reduce the isolation of individuals and improve their capacity to access community resources.
  - **Improving individual well being:** programs that improve the social prospects of individuals and increase their capacity to participate in the community.
  - **Developing social networks:** programs that build linkages and supports in communities that reduce the need for external intervention.
  - **Improving community resiliency:** programs that strengthen a community's ability to identify and respond to community issues and changes.
- 3. Maximize their effectiveness through the use of capacity-building approaches:**  
Priority is given to requests that demonstrate their impact on building community capacity; for example, by creating linkages, building the community skills base, improving voluntary resource development, providing opportunities for leadership development, and creating opportunities for participatory decision-making.

## **Funding Priorities for 2012.**

In preparing the budget for 2012, City programs have been asked for a 10% reduction in their budgets. The 2012 City of Toronto Operating Budget approval is scheduled for January, 2012.

As the time we are releasing these guidelines, the 2012 CSP budget is not known. In order to recommend a balanced budget for the CSP program in 2012, funding levels for returning organizations may be reduced or cut entirely in 2012. Funding recommendations will be made based on individual program assessments, not as an "across the board" percentage reduction.

All organizations will be assessed against the program criteria, and also ranked to determine their relative priority for funding. CSP is an ongoing Partnership program funder, and 2012 assessments will be based on the organization's 2012 application submission, as well as applications, funding conditions, year-end reports and site visits for the 2010 and 2011 years.

How will the CSP assessment process work to meet a reduced budget?

Highest priority will be on continuing to fund organizations/programs that:

- Demonstrate the strongest fit with the CSP program mission and goals;
- Maximize the impact of CSP funding through leverage and good management;
- Help address the priority of community equity: improving consistency in funding to diverse neighbourhoods and communities of common bond.

Lowest priority for continuing funding will be for organizations/programs that:

- Do not demonstrate high need for city support to maintain the program activities;
- Have few approaches to linking governance and services to building community capacity through volunteers, leadership and participatory decision-making;
- Cannot demonstrate performance improvements in identified governance and management areas.

## **2012 New and Increased requests.**

CSP will not be open to applications from new organizations in 2012.

CSP will not accept new and increased requests from returning organizations in 2012; all returning organization requests will be considered at the flat line level.

## **The CSP Equity Framework**

The Community Service Partnerships Program is committed to ensuring that funding decisions are made in an equitable way. We consider three areas of equity:

- **Community equity**  
improving consistency in funding to diverse neighbourhoods and communities of common bond.
- **Service equity**

improving funding level consistency among service sectors.

- **Organization equity**

improving funding level consistency and access to resources among funded organizations.

For 2012 the CSP will focus on the area of community equity and target available resources to communities that are disadvantaged, high-risk and marginalized.

## **Administration Streamlining**

### **Highlights of Streamlining Implementation**

In 2008, City Council approved a report on streamlining of funding program administration in order to reduce the administrative burden on community organizations. In the 2009 cycle, significant changes were made to the annual forms and the on-line application process to make the process easier for applicants. Also since 2009, the year end reports for the previous year's funding were provided on-line. These changes maintain the high level of accountability that organizations must demonstrate for their funded programs and improve record keeping and documentation.

Each year, first instalment cheques based on a portion of the previous year's funding level are provided to all returning organizations at the start of the organization's fiscal year.

Additional improvements that support streamlining goals continue to be implemented:

- Documents requiring signatures, such as the application authorization and financial audits, may be provided as electronic documents and uploaded in the on-line system.
- Funding streams such as Food Security, Snow Shovelling and Major Recreation have been integrated into the CSP application review process.

## **Community Partnership and Social Development**

All CSP programs are grouped into broad categories of Community Development (15%), Community Support (70%) and Administration (15%). The CSP application form includes questions asking organizations to identify their program categories and the equity seeking groups they serve. This data provides Council with additional strategic information about the impact of funded programs.

### **New Resource – Wellbeing Toronto**

Wellbeing Toronto is a new web-based measurement and visualization tool that helps evaluate community wellbeing across the city's 140 neighbourhoods. Using geographic information software, Wellbeing Toronto allows users to select, combine and weight the significance of a number of indicators that monitor the neighbourhood wellness. The results appear instantly on easy to read maps, tables and graphs. This free tool supports decision making and seeks to engage citizens and businesses in understanding the challenges and opportunities of creating and

maintaining healthy neighbourhoods. Wellbeing Toronto is located on the City's website at [www.toronto.ca/wellbeing](http://www.toronto.ca/wellbeing).

## **CSP Eligibility and Assessment**

The CSP has established eligibility and assessment criteria that are applied to all applicants. The criteria identify organizations and programs that will contribute to the CSP goals and priorities.

To be considered for funding, your program and organization must meet all the eligibility criteria and be assessed as having a strong fit and appropriate performance level with the assessment criteria. These criteria ensure that funded programs are consistent with the CSP goals and priorities. The criteria reflect the CSP risk management framework and ensure that funding is recommended to organizations with the capacity to effectively manage and deliver the intended programs.

Organizations and programs are first reviewed to determine if they are eligible. Eligibility criteria address areas of organization mandate, program goals and objectives and program design. Once an organization and program have been found to be eligible, the application moves to the assessment phase.

Eligible organizations are assessed to determine how well they contribute to the CSP goals and priorities by looking at the organization's track record in the areas of the organization's model and management. The review examines the viability of the organization and its capacity to deliver the programs for which funds have been requested. In order to be funded, the assessment must show that the organization is accessible, achievable, effective, resourceful, and accountable.

Eligible programs are assessed to determine how well they contribute to the CSP goals and priorities by looking at the program's operations in the areas of monitoring and evaluation, resource management, community development and participation.

Applying these criteria is one way the City of Toronto works to ensure that public funds are being used as directed by Council. Meeting all the criteria does not guarantee that your program will receive a grant. The need for funding is greater than the money available.

### **Ineligible organizations**

The CSP does not fund any of the following kinds of organizations:

- organizations with mandates and activities covered under provincial or federal legislation, such as daycares, group homes, hospitals, and schools
- grant-making organizations
- organizations aligned with political parties
- religious organizations
- organizations without a clear demarcation between religious and community service functions at the program and budget levels
- coalitions, such as citizen's coalitions, tenant groups and ratepayers associations
- lobby groups
- athletic associations and sport clubs.

## Organization eligibility criteria

Organizations are first reviewed to determine if they are eligible. The eligibility criteria look at areas of the organization's mandate and model. **New for 2012:** The indicators for eligibility assessment have been updated.

### CSP Goals and Priorities

To be eligible for funding organizations must show that their mandate is consistent with the CSP goals and priorities.

Organizations must:

- have a community service mandate
- be an incorporated not-for-profit community-based organization
- be located in the City of Toronto
- be in good standing with the City of Toronto
- be financially viable and demonstrate the need for City of Toronto CSP funding
- have a policy and a business plan on the use of unrestricted reserves (please refer to the Policy on the Consideration of Unrestricted Reserves and Operating Surpluses in the Assessment Process).

#### **Indicators used to determine if the organization mandate is consistent with the CSP goals and priorities include:**

- ✓ incorporation, by-laws and mission statements that reflect a community service mandate
- ✓ a board of directors composed of more than 50% residents of Toronto
- ✓ has a registered membership that reflects the community and the target group
- ✓ is accountable to the members through the AGM, information sharing, capacity building and engagement opportunities
- ✓ a primary service address in the City of Toronto, significant services provided within the boundaries of the City of Toronto
- ✓ are up to date with all required documentation for any City of Toronto grants received in the past
- ✓ demonstration of the reasonableness of unrestricted reserves through a reserve policy and business plan
- ✓ has diverse sources of funding including some stable sources
- ✓ can demonstrate that it undertakes regular financial planning

### Accessible, Achievable, Resourceful

To be eligible for funding organizations must show that the organization's model and management is accessible, achievable and resourceful.

Organizations must:

- comply with the City of Toronto Anti-racism, Access and Equity Policy
- have the organizational systems and structures needed to deliver the proposed services
- use volunteers at all levels of the organization
- collaborate with other service providers

- have a diverse funding base, including fundraising and in-kind support.

**Indicators used to determine if the organization’s model and mandate is accessible, achievable and resourceful include:**

- ✓ has an anti-racism, access and equity policy, implementation plan and complaints procedure
- ✓ provided a current audited financial statement
- ✓ has dedicated office/program space and phone line
- ✓ has paid staff
- ✓ has policies and procedures for staff, board and volunteers
- ✓ has a number of volunteers that is greater than the number of board members
- ✓ the organization participates in networks and works with others to address community needs
- ✓ can demonstrate service partnerships with other organizations
- ✓ has at least three instances of grant revenue in the last three year period (including the budgeted year)
- ✓ has non-grant revenue in each of the last three years (Including the budgeted year) including at least one source of fundraising revenue
- ✓ demonstrates in-kind support.

**Organization assessment criteria**

Once organizations have been found to be eligible, the application moves to the assessment phase. The organization assessment criteria look at the organization’s management structure and its capacity to deliver the programs for which funds have been requested.

**Accessible**

Organizations must show that they are accessible. Organizations will be assessed to determine how well the Board of directors reflects the community served.

**Indicators used to assess an organization’s accessibility include:**

- ✓ equity seeking groups within the focus community are represented at all levels of the organization
- ✓ appropriate outreach strategies are used to increase participation of equity seeking groups at all levels of the organization
- ✓ actively recruits a registered voting membership reflective of the community served
- ✓ incorporates the organization’s Access and Equity Policy into the allocation of resources.

**Responsive**

Organizations must show that they are responsive to community need. Organizations will be assessed to determine how well they:

- use systems to track the needs of the community

- show leadership in organizational planning and priority setting at the Board of Directors.

**Indicators used to assess the organization's responsiveness include:**

- ✓ the use of demographics, statistics and other information in design, delivery and evaluation of services
- ✓ maintaining a current strategic plan
- ✓ the use of an annual workplan, evaluation plans and program plans.

**Effective**

Organizations must show that they are effective. Organizations will be assessed to determine how well they:

- are governed by a Board of Directors that is responsible for the management of the organization's resources
- use a community development approach in addressing organizational, program and community issues
- develop the operational and governance structures appropriate to their size and services.

**Indicators used to assess the organization's effectiveness include:**

- ✓ the Board regularly develops and reviews key policy areas
- ✓ the by-laws are reviewed to reflect organization changes
- ✓ the Board supervises the Executive Director
- ✓ the stakeholders and community members are consulted regarding performance and programs
- ✓ the leadership and participation capacity of community members and equity seeking groups is supported through structures and activities
- ✓ active committees support the organization's governance and operations (e.g. nominating, personnel, finance, program).

**Accountable**

Organizations must show that they are accountable. Organizations will be assessed to determine how well they:

- are accountable to the organization's membership through the Board of Directors
- recruit a registered voting membership reflective of the community served
- facilitate the active participation of registered members at all levels of the organization
- maintain sound financial management practices.

**Indicators for an organization's accountability include:**

- ✓ a Board of Directors is elected at the annual general meeting in accordance with the by-laws
- ✓ a registered voting membership is actively recruited and reflects the community served
- ✓ the number of voting members at the annual general meeting is greater than the number of board members
- ✓ the members participate as service volunteers and on the Board of Directors and committees
- ✓ information is provided to members (for example: newsletters, annual reports membership meetings)
- ✓ there is evidence of active management of financial resources including:
  - ✓ overall finances managed by finance committee
  - ✓ regular Board review of financial reports, board reviews and approves budgets
  - ✓ produces annual audited financial statement
  - ✓ clearly identifies how CSP funds will be used.

### **Program eligibility criteria**

Programs are first reviewed to determine if they are eligible. The eligibility criteria look at areas of the program's goals and objectives and design.

**CSP goals and priorities:** To be eligible for funding, programs must show that their goals and objectives are consistent with the CSP goals and priorities.

Programs must:

- meet one or more of the CSP goals
- address one or more of the CSP priority areas
- be offered in the City of Toronto for Toronto residents
- be clearly and directly related to the organization's mandate
- demonstrate that CSP funds will significantly contribute to the effectiveness of the program.

**Eligibility indicators used to determine if the program's goals and objectives are consistent with the CSP goals and priorities include:**

- ✓ the proposal clearly identifies the CSP goal(s) and priority(ies) to be addressed
- ✓ the program activities are provided in the City of Toronto, for Toronto residents
- ✓ the program is clearly related to the organization's mission
- ✓ the program goals and objectives can be linked to the organization's strategic plan
- ✓ CSP funds are used for an essential part of the program.

### **Accessible, Achievable and Resourceful**

To be eligible for funding programs must show that their goals and objectives are accessible, achievable and resourceful.

Programs must:

- be free or affordable for the intended participants
- have systems and structures in place to deliver the activities
- have attainable goals and measurable objectives
- have sources of funding other than the CSP.

**Eligibility indicators used to determine if the program's goals and objectives are accessible, achievable and resourceful include:**

- ✓ the program is free or can justify having a program fee
- ✓ the program has an accessible policy and procedure to waive fees and has waived fees in the past
- ✓ there is dedicated program space
- ✓ the program has scheduled, regular ongoing activities
- ✓ the goals and objectives can be accomplished with available resources
- ✓ the budget includes funding other than CSP.

### **Program assessment criteria**

Once programs have been found to be eligible, the application moves to the assessment phase. The program assessment criteria look at program operations in the areas of monitoring and evaluation, resource management and community development and participation.

#### **Responsive**

Programs must be responsive. The program proposal will be assessed to determine how well it addresses a demonstrated community service need.

##### **Indicators used to assess the program's responsiveness include:**

- ✓ the service need has been identified through the use of demographics, statistics and other information
- ✓ the service need is solvable and is backed up by data
- ✓ the service need fits with the program mandate.

#### **Accessible**

Programs must be accessible. The program proposal will be assessed to determine how well it implements the organization's access and equity policy in the planning, delivery and evaluation of the program .

##### **Indicators used to assess the program's accessibility include:**

- ✓ the barriers to program access for equity-seeking groups have been identified and improvements have been implemented
- ✓ the program budget includes resources for reducing barriers to participation.

#### **Achievable**

Programs must be achievable. The program proposal will be assessed to determine how well it develops and manages a balanced, realistic budget.

##### **Indicators used to assess the achievability of the program include:**

- ✓ the budget includes the resources needed to implement the program model
- ✓ the program needs are reflected in the organization's fundraising activities
- ✓ in-kind support is identified.

## **Effective**

Programs must show that they are effective. The program proposal will be assessed to determine how well it:

- demonstrates that the program model is effective
- builds capacity in the target community.

### **Indicators used to assess the program's effectiveness include:**

- ✓ the program model has been researched
- ✓ the model has been used by other organizations that have achieved results
- ✓ the program makes use of an evaluation tool(s)
- ✓ evaluation tool(s) are used to improve the program
- ✓ the program has had a positive impact on a significant number of participants
- ✓ leadership skills training is provided to participants
- ✓ the program increases community skills base, social networks and/or voluntary resources.

## **Accountable**

To be considered for funding, programs must be accountable. The program proposal will be assessed to determine how well it:

- routinely monitors program implementation
- includes an evaluation component to measure the program effectiveness.

### **Indicators used to assess the program's accountability include:**

- ✓ the program has implemented monitoring plans
- ✓ the program submits consistent and accurate financial information
- ✓ the program data, including individuals served, client contacts, number of service volunteers, volunteer hours and staff is collected and reviewed
- ✓ one or more of the following evaluative methods is used
  - ✓ review monitoring data against program goals and objectives
  - ✓ outcome measures are collected
  - ✓ program data is acted upon in the program design, delivery and evaluation
  - ✓ evaluation reports are provided to management staff and committees
  - ✓ participants are involved in the evaluation of the program.



## **What can CSP funds be used for?**

**The Community Service Partnerships funds the following kinds of program costs:**

- direct program costs, including program staff salaries and benefits
- program support expenses including evaluation, planning and ongoing development
- program expenses such as child-minding, refreshments, transportation and supplies
- dedicated program space.

### **What costs are NOT eligible:**

- requests where the CSP would be the only funding source of any program, activity or organization
- start-up costs
- financing of budget deficits, debt reduction, depreciation, or reserve funds
- capital and equipment costs, including mortgage costs, amortization, and computer purchases
- research projects and needs assessments
- special events, such as tournaments, conferences, receptions, festivals and parties
- publications and information management systems, including community newspapers, video, Web site production and database development and management
- legal challenges, costs and settlements
- public relations and fundraising costs
- financial assistance to individuals
- travel outside of the city of Toronto
- donations
- treatment or therapeutic services provided by professionals
- religious activities.

### **The CSP does not fund:**

Programs whose main purpose is the responsibility of other jurisdictions, including:

- the provincial or federal government
- another municipal department, agency, board or commission
- another division of the City of Toronto.

Examples of ineligible programs include:

- animal welfare
- arts, culture, tourism, and historical programs
- day-care
- economic development
- education, language and literacy
- environmentalism
- family resource centre programs
- festivals and special events
- food relief
- housing and shelter

- income and employment support
- legal services
- rehabilitation
- services for people who are homeless
- settlement as defined by federal and provincial governments
- urban planning and development
- information and referral services
- homecare
- health and healthcare promotion.

### **Are core administration costs funded?**

Applicants can apply for up to \$75,000 or 25% of the total grant amount (whichever is larger) for core administration costs. Organizations must clearly demonstrate the need for this type of support. The review of these requests will include an assessment of other sources of core administration funds, and the existence of organizational and community infrastructure serving the target community.

- Requests for support for core administration will be considered an equal priority along with program funding requests in the allocation of new or available grant dollars;
- Requests to transfer funds from a CSP-funded program to a CSP-funded administration budget will be eligible.

### **Allowable core administration costs include:**

- administrative salaries such as those of an executive director, co-ordinator, or bookkeeper
- an annual financial audit
- volunteer co-ordination and recruitment costs
- building occupancy costs (but not mortgage costs)
- general office expenses
- activities that build the capacity of the organization in governance, membership and volunteer development.

### **Transfer of funds between CSP funded programs**

In order to provide returning recipients with greater ability to respond to emerging community needs, returning recipients that have requested the same overall total CSP grant may apply to change the distribution of their grant among CSP-funded programs.

Organizations requesting a change in the distribution of their total CSP amount among funded programs must demonstrate that:

- the program(s) to which CSP funding will be increased are eligible for funding, and a high priority under the CSP equity and allocations framework
- the request is based on organizational planning and needs identification, including a search for other appropriate funding sources
- the change will have a significant impact on the effectiveness of the program(s) to which funds will be increased

- the change is planned to be ongoing.

Requests will not be recommended where:

- the request has been made only to balance program budgets
- the program(s) to which funds are to be transferred is not currently CSP-funded
- the program(s) for which funds are to be reduced are ineligible for funding under the CSP, or their eligibility is currently under review
- the request will increase the core administration budget that is not currently CSP funded.

Organizations that apply for a different distribution of their CSP grant among funded programs but are not approved for this change will be generally recommended for the same grant distribution as in previous years. This means that there is no risk to the overall grant amount for organizations that choose this option.

### **Is there a funding limit?**

There is a funding limit of \$75,000 per program. Organizations can apply for more than one program; however, the funding recommended for each program will not exceed \$75,000.

### **What is the funding period?**

CSP funds are allocated yearly and are based on the available City budget. Each year Toronto Council must approve the overall budget and recommendations for specific organizations.

Although the CSP provides ongoing funding support, this program cannot guarantee funding for more than one year. Organizations must apply for funding each year.

CSP funds must be used in the organization's fiscal year or another agreed upon 12-month period as stated in the Letter of Understanding signed by the recipient organization.

Recommended amounts for newly funded programs and increases to existing programs are based on the organization's fiscal year or the period starting July 1 to the end of the organization's fiscal year, as noted on the summary sheet.

## **The review and recommendation process**

Late applications will not be accepted. Organizations that submit an application on time can verify this by reviewing the submission information on-line where the date and time of submission is recorded.

Applications submitted substantially incomplete will be ineligible and will not proceed to the assessment process. An application is substantially incomplete if the information provided is insufficient to assess the application for eligibility.

### **Eligibility**

Your application will be reviewed to determine whether your organization and the programs for which you have requested a grant are eligible under the Community Services Partnership Program.

Applications will be determined ineligible for further assessment if any of the following are true:

- they are submitted late
- they are submitted substantially incomplete
- the organization does not meet the organizational eligibility criteria
- the program requests do not meet the program eligibility criteria
- 2011 future funding conditions related to eligibility for funding in 2012 have not been met (returning recipients only).

You will be informed about the results of the eligibility review and have an opportunity to appeal if you are determined to be ineligible.

### **Assessment**

Eligible requests are reviewed using the CSP assessment and eligibility criteria. This assessment may include an interview with your staff and board members, and a review of other sources of information, including other funders.

### **Recommendations**

Once the assessment of all applications is complete and recommendations have been developed, staff report to the CPIP Appeals Sub-committee on:

- which organizations and programs should receive a grant
- how much money they should receive
- any funding conditions or comments.

Council approves the CSP budget on an annual basis. The CSP's ability to maintain the previous year's level of support to returning eligible programs, or fund new programs, is dependent on the size of the approved budget. Funding is awarded on a yearly basis, and is not guaranteed in subsequent years.

Council must approve all requests for new and increased funding. Funding recommendations are brought forward to City Council after they are reviewed by the CPIP Appeals Sub-Committee and the Community Services Committee. Flat-line requests for existing programs may be approved by the Executive Director, Social Development, Finance and Administration after the City budget is approved. In 2012, the budget is scheduled for final approval in January.

You will be informed about the results of the review in writing. You will also be told when the committee will be meeting to review the recommendations. All funding decisions are made available to the public.

### **Appeals**

You can appeal a funding recommendation, including the amount, the conditions, or the comments.

When making an appeal you should consider:

- whether circumstances have changed since the original application was submitted
- whether there was a misinterpretation of the original application, and you can now clarify the areas where there were problems.

The CPIP Appeals Sub-Committee will consider these appeals. Appeals can be made in writing, by public deputation, or both. The committee then makes recommendations to City Council. For more information about making a deputation to a committee of Council, please refer to [toronto.ca/council/deputation.htm](http://toronto.ca/council/deputation.htm) on the City of Toronto's Web site.

### **If you are approved for funding**

#### **Letter of Understanding**

Organizations that are approved for funding will receive a Letter of Understanding. This letter sets out the terms and conditions of funding and forms an agreement between the City of Toronto and the organization. You must return a signed copy of this letter to us before your full funding can be released.

#### **Monitoring of CSP Programs**

Organizations that receive funding through the CSP are monitored according to the CSP Risk Management Framework. This helps to determine:

- the frequency of organization visits
- agency specific plans.

For more information, see the CSP Risk Management Framework included in the application package.

#### **Year- end report**

Organizations that are allocated CSP funding must submit a year-end report on each funded program within four months of the end of the funding period. This report includes information on the program activities, evaluation results, access and equity, and use of CSP funds. A copy of the applicable financial audit should also be submitted.

You may request an extension of the year-end report deadline. The extension request form can be found on-line at [toronto.ca/grants/csp](http://toronto.ca/grants/csp) or downloaded from the left-hand menu bar within the CSP application. Please email the extension request form to your Agency Review Officer.

Year-end reports that are late and have not been approved for an extension may result in delay of grant payments.

**Disclosure of information**

The information you provide in the application is subject to disclosure under the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*. This means that members of the public may be able to access the information in your application if they request it. The information in your application may also be shared with other funders.

**Additional information**

Please note that you may be asked for additional, relevant information to assist in the review, assessment and monitoring of your application.

**Acknowledgement**

The following statement must appear on all printed materials (pamphlets, posters, reports etc.), Web sites and advertisements that are paid for in full or in part by this funding:

“This program is financially supported by the City of Toronto, through the Community Service Partnerships Program.”

## GLOSSARY

**Accountability:** the open, transparent and frequent exchange of information between an organization and its stakeholders, resulting in stakeholders knowing how the organization resources are managed to meet the organization's mission and goals.

**Advocacy:** an action performed by an individual, group of individuals and/or an organization to raise awareness of an issue or situation and further a particular resolution to this issue.

**Balanced, viable budget:** a budget where the total income and expenditures are the same, and sources for all of the funds needed have been identified and are realistic.

**Barriers:** obstacles that exist for equity-seeking groups in accessing information, activities, and resources. Barriers may include a lack of financial resources, language, homophobia, racism, and physical barriers (such as steps).

**Board tenure:** the length of time a person is eligible to serve the organization as a member of the board. Tenure rules are typically outlined in the bylaws of an organization.

**Capacity-building approaches:** identify and build community and individual strengths to address community issues.

**Civic participation:** the opportunity for people to participate in open, democratic decision-making processes and effective dialogue to contribute their ideas, opinions, and energy to the well-being of the city through many types of mechanisms, including local organizations.

**Communities:** groups of people who share a geographic location, common bond or experience. Most people belong to more than one community. CSP recognizes communities as they define themselves.

**Community Partnership and Investment Program (CPIP):** CPIP is the umbrella for city funding programs that work with community sectors to meet city goals related public health, recreation, community services, safety, heritage, arts and culture, access and equity and economic development.

**Community Service Mandate:** the organization's mission demonstrates that the organization works to address community service needs and provides services that improve social outcomes.

**Community support:** the level of community involvement at all stages of the program. Involvement may include identifying the need for the program, designing the program, making in-kind or financial contributions to the program, writing letters of support, volunteering in a direct service capacity, or sitting on program or evaluation committees.

**Corporate Grants Information System (CGIS):** this is the City of Toronto's on-line funding program management system, which will allow for improved data management across the City's funding programs. CGIS is being implemented in phases. In 2010 all CSP returning and new applicants will use the on-line application system.

**Dedicated space:** a specific location that has been set aside for the program activities. Such a location can include, but is not limited to a classroom, an office space, or a recreation room.

**Equity-seeking groups:** groups facing individual and systemic discrimination and disadvantage because of shared characteristics, such as immigrant status, sexual orientation and disability (refer to the Anti- Racism Access and Equity Policy Guidelines in the application package).

**Evaluation:** the process by which the success of the program in meeting the needs of participants is measured and the long-term effects of having met the program goals and objectives are assessed.

**Full-time Equivalent (FTEs):** calculated by adding the hours of paid staff for each program, then dividing by the number of hours in the organization's work week. Example: one person working full-time and three people working half-time for a 35 hour work week is calculated as follows,  $87.5 / 35 = 2.5$  FTE. For seasonal staff, divide the number of full-time work weeks by the number of weeks in the year. Example: seven full-time staff for a 10 week leadership program is calculated as follows,  $70 / 52 = 1.3$  FTE.

**Goals:** statements that identify what the program is designed to accomplish at a broad level.

**Good standing:** the term used for organizations that have received funding from City grants programs in the past. Organizations that have met the terms and conditions of all previous grants are in good standing.

**Indicators:** the benchmarks used to determine whether an organization or program has successfully achieved the objectives that they have set.

**In-kind support:** any resources other than money, such as donations of supplies, contributed expertise, collaborations with other organizations, volunteer participation and use of land and facilities.

**Marginalized, high-risk, vulnerable communities:** communities that experience significant disadvantages in areas including income, employment, education and access to decision-making.

**Model:** a defined approach to addressing a community issue or service need. A peer mentoring program that matches at-risk children with supportive youth is an example of a model or approach that can be used to address the social service need of improving individual well-being.

**Objectives:** the concrete results programs aim to accomplish for people who are involved, such as participants, volunteers and community members. They must be specific in order to guide program planning, implementation and evaluation.

**Programs:** service strategies to address specific individual or community issues. They should meet the needs of a defined target group by providing activities that are designed to create a positive change that is sustainable.

**Program monitoring:** the ongoing collection and review of program implementation data against a previously established plan, and taking corrective action based on the results.

**Restricted reserves:** funds designated for a specific purpose by the donor or funder and over which the Board of the organization and its affiliates have no discretion.

**Stakeholders:** individuals, groups and organizations that have a vested interest in the successful running of a program and organization. Stakeholders include the program participants, community members, management and funders.

**Unrestricted reserves:** The Community Services Partnership Program defines “unrestricted reserves” as funds that have not been restricted by the donor or funder and whose use is therefore at the discretion of the board of directors of the organization.