APPENDIX D

ENAGAGEMENT RESULTS: SUMMARY OF QUALITIATIVE THEMES

What we heard	The responses below are collated into themes and represent the more commonly voiced ideas.
Who we heard from	We heard from over 460 staff, volunteers and board members of not-for-profit groups, funders, Councillors and staff, and City staff. Thirteen roundtables and town halls were held, and an online survey was made available in 2016.
Questions we asked	✓ What elements of the current grants programs & processes do you find valuable? ✓ How can the City improve the current grant processes? ✓ What actions can the City take to support & strengthen community groups? Your suggestions…

GRANTS PROCESSES

Application Process Improve the online grants system *"More stable platform for online application"*	· Clear guidelines and simple language● ensure coverage across the city● online grants system needs to be improved with options for new ways of applying and reporting (via video, storytelling)● online application forms need to be AODA compliant● simplify and streamline the application● need clarity in the application process including the review process● clearer questions and helpful templates● samples of successful applications● firm and predictable deadlines●
Two-Stage Process Reduce the administrative burden of applicants *"Grant application processes that are proportionate to the amount of funding."*	· Institute a Letter of Intent (LOI)/Expressions of Interest (EOI) or similar process to vet ideas to reduce burden of applicants● grant application processes that are proportionate to the amount of funding● an eligibility quiz before applying● require less specific multi-year work plan specifics● reduce requirements of groups●

COMMUNICATIONS & OUTREACH

Communication Find more ways to communicate grant calls *"Ongoing communication/connection with funded projects to support sustainability."*	· Information sessions across the city● Q & A with staff● continue with announcing deadlines in advance● partner with organizations, other funders, and other experts for outreach● automated communication through online grants system● online calendar/reminders for deadlines● online resources and improved website● increased promotion of grant calls in the community● improve methods of outreach (e.g. use new technology, targeted outreach in order to achieve equity and progress)●
Staff Support More in-depth information sessions – more engagement pre-application	· Grants staff are accessible, prompt, responsive, knowledgeable and helpful● staff are a big asset● having staff available to provide feedback in advance with respect to alignment/fit● feedback process needs to be improved● longer timeline with more structures for support prior to applying● more and better feedback from

"Great staff support, feedback provided during process, information sessions across the city."

city regarding unsuccessful applications – share assessment matrices● more monitoring after the grant is awarded including site visits● grants officers - support and access to discuss ideas and likelihood of funding●

FUNDING

Funding Focus
Streamline funding programs

"Provide grant funding that targets root causes of poverty and address solutions."

· Current streams are not reflective enough of community priorities (lack of clarity between streams, unresponsive to current context, not nimble)● grants tied to strategies● ability to support emerging issues● grants that help building community capacity● open the grant stream so community can decide on granting a variety of activities● funds to local groups to empower them to deal with their own issues● offer grants for changing communities and "emergency" initiatives● acknowledge and reward projects that address more than one issue (e.g. recreation and safety)● promote community engagement and civic participation● support community development● don't restrict political voice ● fund outside NIAs – same issues apply on the other side of the boundary● grant cross sector opportunities ●

Funding Type
More funding, core funding, multi-year funding, administration funding

"Provide more core type funding to community groups to strengthen their capacity and sustainability."

· More long term/multi-year funding● core funding – core staff, not just program funding, define the role of different funders in the city (e.g., United Way, etc.)● concept of dedicated streams (not necessarily current streams)● no matching request● small grants● micro-funding to build capacity and lower barriers● more explicit commitment to equity, diversity and accessibility in all grant related activities● increase administration allocation● more funding from Council● fund full amount● increase grant amount/s amount of funding increased beyond $50,000● set amounts for grants capped to allow for more groups to be funded● fair wage $15.00/hrs should be adopted as a funding requirement for project /more funding to pay for a decent wage for workers● fund projects that have community partners● not getting funding from one city department to pay another (e.g. permits)● re-grant successful projects● opportunity for one-time extension for projects working well OR a stream for continuation of successful projects (i.e. bridging the gap between funding opportunities)● a clear path to moving to longer-term/multi-year/continual funding● ability to move to longer term funding●

ADJUDICATION PROCESSES

Appeals
Support for appeals but limited to eligible groups and activities

"Build systems that foster cooperation not competition."

· Segmenting declined applicants (quartile and specific feedback) to direct appeals● more funding for appeals● transparency throughout the appeals process, dispel the myths around appeals● Individualized support on how to write or build their capacity to be able to write appeals (i.e., to address judging based on language issues – barriers, lack of English)● information sessions that normalize appeals so they know it's acceptable to appeal and will not negatively effect relationship with the City of Toronto●

Review and Recommendations
Clarity/transparency around selection process

· Need a review process that reflects size of grant● increase clarity and transparency around selection process and in how groups are chosen● share the grant review scale● encourage consistent input on decisions that impact community funding (including end users)● should not have automatic renewal for existing funded

groups forever - need a phase out process for CSP groups● a clear path to moving to longer-term/multi-year/continual funding● ensuring coverage across the city/region● more explicit commitment to equity, diversity and accessibility in all grant related activities●

Decision Making
Community representation in decision making

"Include community representatives along with City staff in grant selection."

· Include community representatives along with City staff in grant selection● engage in conversations with City staff who are more familiar with organizations who are applying● consolidate proximate/similar groups – share grants, pool resources and experiences yet maintain self-autonomy (groups decide, not city)● to advise rather than to decide/staff must make decision● deal with conflict of interest, different communities review other communities ● panel trained by City with knowledge of City issues and strategies● panel to be evenly distributed representation across groups (e.g., grassroots and established)● advisory committee, not selection panel● time-limited terms for community panel● lindigenous representation on community panel● people with experience in community (i.e. program directors, funders)● individual/organization with expertise on each strategy● people with lived-experience, knowledge and skills●

CAPACITY BUILDING

Capacity Building
More support for program development, strategic planning, and community outreach.

"Offer more coordinated capacity building with other funders that is geared towards organizational needs."

· Creating/encouraging partnership● fund specific capacity building grants like Laidlaw (e.g. governance)● support youth, youth engagement● opportunity to network/ connect● having officers with whom to discuss ideas and likelihood of success/alignment● capacity building for volunteers- leadership, how to manage an NGO● share and develop a database of community supports (mentors)● hotline for emergencies● scholarships for professional development● succession planning for executing – not enough money and time for planning● technology to build organizational infrastructure● connect organizations for peer mentoring● capacity money for providing advice and leader's time is compensated● create a web resource on capacity building● research and development is fundamental to development of organization● create a "how to" video on applying for grants●

Evaluation

"Need sector-wide capacity for monitoring and evaluation to build qualitative evidence."

· Improved metrics to obtain better reporting● have funds allocated to program evaluation in addition to program funding● assist in measuring impact, have several mediums for evaluation● fund coaching to improve outcomes● evidence-based requirements● need sector-wide capacity for monitoring and evaluation to build qualitative evidence● support grantees stories, qualitative data● resource other jurisdiction's best practices● share indicators●

Training
More support to develop and pitch ideas, especially for first time applicants.

"Provide training and exposure to collaboration and healthy partnerships."

· Offer capacity building funds● leadership programs (e.g., certification, skills building and accreditation programs – food handlers, coaching)● leadership development ($10,000 for leadership)● staff training- across all levels of organization● leadership programs that lead to volunteerism and employment● emphasis on volunteers getting training● gender based training/leadership opportunities● technology skills (e.g., community advocacy, self-improvement/upgrading)● experiential learning● social enterprises to teach other – group to group● workshops/training – sometimes delivered by the City, sometimes delivered by community partners● create a roster of community agencies with expertise in identified areas who can deliver training throughout the year ● fund joint staff development● executive retreats – time to rethink● conflict resolution● Accessibility for

Ontarians with Disabilities Act (AODA) compliant programming● disability accessibility training ● bursaries to build skills● offering courses to ED on HR, compliance● orientation package of the fundamentals of being a Board member – responsibilities and liabilities● No time for training/ professional development due to time constraints●

Resources
Share and have available resources to support programming

· Program curriculum development● resources around best practices and cutting edge concepts● food● space● computers (IT) website development and maintenance● ● supporting partnerships /alliances/mergers - legal support● grant writing (educate and teach)● help with finding spaces that are affordable and accessible - a roster of spaces/collaboration ● use Toronto Public Library as a hub● shared back office support (e.g. negotiating leases/permits)● provide access to sharing professional staff and service that is underutilized● provide access to project materials, benchmarks and resources of proven models● access to city expertise and resources● availability of city demographics and data● support from Councillors/ linking groups to council and the political process● create matrix of community programs● allow more access to organizations into schools● support with permits process● the permits department – if City staff could support and shepherd the process, it would help● give space to programs, hard to serve without space● access to city expertise and resources● availability of city demographics and data● cross reference other grant opportunities elsewhere across the city and other funders●

Supporting New & Emerging Groups
Support all emerging groups regardless of size or years of operation

"Not all emerging groups need to become organizations. How do we support appropriate partnerships development?"

· More support to grassroots groups● start showing an appreciation for the work we do●● inaccessibility/ challenges for grassroots, small organizations – finance, invoicing, reporting, outreach and awareness or available funding● open process to increase participation to smaller organizations● not compete in same decisions● help to find trustee/mentorship● clearing house/database on agencies who will trustee in community of choice● create forums and opportunities for small groups and organizations to discuss city directives● neutral platform organization to coordinate smaller projects● micro funding – an entry level grant● peer grant writing workshops and resources – mentors for organizations new to grant writing● matching grassroots groups with trustees● community capacity building team to support organizations/groups transitioning from small program funding to multiyear or form city investment program funding to CSP or other funders ● fund grassroots operations● more INI type funding not just youth, but other groups too● more grants available to new applicants● make special funds for smaller new groups● look at emerging groups category– what are the needs of group at different stages of development● openness to working with grassroots organizations● Trustees are important but Trustee fees reduces project funding● joint board development● pairing of established and emerging groups● stop cutting us first because you don't care about healing communities● a funders fund●

Building Networks & Partnerships
Bring community and grantees together – community building, understand expectations

"Improving relationships between organizations by providing networking and other community engagement opportunities."

· Bring groups together before application to learn how they "fit" with existing services/programs● old agencies could mentor new organizations● provide financial rewards for partnerships incentives and rewards for cooperation● bring like individual agencies and projects together to share resources, learn more and partner so that funding can be available for more recipients● connect agencies to other funded agencies in the area (geography)● support partnership, shared learning, community of practise (encouraging knowledge transfer)● encourage community partnership for greatest impact● connect organizations to other funders● launch Summit: bring community and grantees together – community building, understand expectations● open

communications with grantee – collaborative approach● facilitate grantees learning about each other, networking and working together● coaching/relationships – as desired via city staff or community partners● incentives toward working together not penalties● supporting partnership, shared learning, community of practise (encouraging knowledge transfer)●

SUPPORTING INDIGENOUS GROUPS

Indigenous Organizations
Indigenous funding stream – a City wide discussion

"Openness to Indigenous youth/people/skills/perspectives on what solutions to poverty might be"

- Support capacity development● fund congruent with City strategies● fund research and development● support events (pow wows, workshops on food, culture)● don't segregate – can still apply for other funding streams● will need to determine allocation amount● engage Indigenous not-for-profit sector with City Divisions● implement Truth and Reconciliation● support the Statement of Commitment to the Aboriginal community ● consider streams for high needs populations: i.e., Indigenous populations – to ensure that they are always funded●

EXAMPLES OF ACTIVITIES THAT CAN SUPPORT CITY STRATEGIES

Toronto Poverty Reduction Strategy
Championing access to good jobs, adequate income, stable housing, affordable transportation, nutritious food, and supportive services.

- Develop, resource and use effective models to meaningfully engage people with lived experience, agencies, and community partners in City decision-making● self-help resource centre – building capacity of folks with lived experience to help others going through same (overcome) situation● more emphasis on social determinants and anti-oppression● invest meaningful dollars and funding of best practice models that work!!● supports for advisory groups that have already formed to support strategies● get Indigenous perspectives on solutions● hire certified youth coaches● create pathways for peers from volunteer to employment using their lived experiences – peer navigation program (i.e., helping others navigate the system, access healthcare resources, employment support and self-care practices)● civic literacy workshops for homeless shelters● focus on recent graduates, support groups that indirectly have a positive impact and lift people out of poverty (i.e. through social programming)● financial literacy skills● urban agriculture● agriculture-focussed entrepreneurship, access to healthy food● youth-centred social enterprises/ entrepreneurship● healthy fund cooperatives● advocacy and work around decent work movement● fund systemic approaches beyond "getting a job"●

Toronto Strong Neighbourhoods Strategy 2020 (TSNS 2020)
Supporting communities to invest in people, services, programs and facilities in 31 specific neighbourhoods.

- Resident initiated activities - resident groups implement activities or events that promote engagement among neighbours – community gardens, small festivals● resident engagement● support residents to participate in civic engagement● training residents to take part in decision making - how to influence City Hall● support local organizations who advocate for vulnerable communities● create comprehensive neighbourhood networks around issues like racism, employment, education● lots of people have some skills but are not yet employable● mentor them in early stages to earn income● include job creation as often the people running programs are underemployed● trauma counselling - trauma is a key need in all NIAs● sponsor coordination neighbourhood association/BIAs+ community centres●

Toronto Youth Equity Strategy
Providing youth who are most vulnerable to involvement in serious violence and crime, equitable access to comprehensive supports.

· Funding for youth-centred social enterprises/ entrepreneurship training● funding to trans youth for entrepreneurship and jobs● mentorship, entrepreneurship, training, financial literacy education and career skills and goal setting (and achieving)● transition to job market● providing entrepreneurial opportunities to youth (cooking, gardening, and skateboard instructional)● City support job opportunities for marginalized youth● gang exit programs● increase knowledge to negotiate education and other systems● training and support for program staff in delivering issue based workshops encouraging youth expression● micro-grants/general fund for community action in response to an emerging need (i.e.: a rise in violence, such as the increasing level of gun violence seen now, in 2016)● improve investments in targeted supports for education such as scholarships and network development for incarcerated youth● re-integration (aka re-entry) of incarcerated youth● support groups for parents of youth most vulnerable to involvement in serious violence and crime in order to create a mutually supportive environment for them to share ideas and seek help● youth wellness recovery action plan (WRAP)● MVPs need pathways into more structured programs (e.g., sports, rec, arts, drop-in, partner with grassroots)● programs focused on Indigenous women and youth in cities, including support/funding, partnerships for Indigenous and non-Indigenous groups● fund mentorship groups/ organizations to act as mentors● project on youth with disabilities on leadership and civic engagement● ombudsman for youth who find accessing City services, processes difficult● creation of safe spaces for youth● there are more youth volunteers than meaningful positions for them to fill●

Toronto Seniors Strategy
Embedding the values of respect, dignity, diversity, independence and equity for older residents in all policies, programs and services.

· Promote senior leaders in community● peer leadership training programs to enable older adults to help others navigate civic services and programs● support seniors to volunteer● core workforce development skills for seniors● electronic information literacy programs for older adults that focus on Internet awareness, safety and new information technologies● develop a guidebook for older adults in Toronto to promote safe and secure community living● challenge ageism/Age Friendly Communities● Create resources for caregivers of seniors - resources available, status of long-term care facilities, supports that can be put in place in home● project on community engagement, knowing of rights and responsibilities on assisted dying● specialized services - wrap around, case management, alignment of health and shelter needs in vulnerable seniors● eviction prevention for seniors, particularly those with cognitive disabilities● independent, non-medical transportation● system navigation● a suicide prevention initiative for older adults● intergenerational activities - bring youth and seniors together to work on projects or community activities● co-support program (e.g., youth leaders check-in on vulnerable seniors in the community, seniors provide afterschool support for youth)● formalized' partnership between youth and seniors groups with school boards●

Toronto Newcomer Strategy
Advancing the successful settlement and integration of all newcomers to Toronto through a seamless, responsive and accountable human services system.

· Peer worker community of practice and peer facilitation training – to build capacity of individuals to create supports within their communities● newcomer led activities/groups to expand existing agency services● social networking between newcomers and well established/'Canadian' born residents (e.g., newcomer workshops delivered by long-term community members, cultural competence workshop delivered by newcomers for long-term residents)● support civic engagement projects that work to increase civic literacy of newcomers● fund programs to support newcomer volunteerism● airport welcome –newcomers to receive pertinent initial information● create a network for settlement providing agencies by language● fund translation service for youth groups● create Toronto Hosts system for newcomers – pairing newcomers with volunteers● employment equity strategy for the city as an employer● press province to extend the Municipal Franchise to immigrants!● advocate the federal government about the increasing number of international students and to reduce barriers for foreign born professionals in entering their fields in Canada●

End Trafficking TO
Increasing the availability and effectiveness of services to support trafficked persons.

· Navigate various systems and access services (social services, criminal justice, educational), wrap around support to survivors● safe haven shelters● train and support residents in communities to act as "ambassadors" or "interrupters" who they suspect a trafficking case in their community and train them with skills, context, how-to, resources● exit strategy needed – gang, relocation, protection, show ways out● involvement in the creation of expedited federal process to permanent residency for trafficked person wanting to stay in Canada (labour and sex trade trafficked persons)● public education on the issue● work with national and international NGOs and share evidence based program models and learnings and ensure cross border communication●